

Sport for Development Organizations: An Analysis of Stakeholder Dynamics

Abigail Hill, B.S.M. (Honours)

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Under the supervision of Cheri Bradish, PhD and Lucie Thibault, PhD

Faculty of Applied Health Sciences  
Brock University  
St. Catharines, ON

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**Dedication**

I dedicate this research project to my parents Michael and Colleen Hill. I would not be the person I am today without them. They provided me with the opportunity to further my education by supporting my decision to pursue my graduate degree. I could not have completed this without their love and support. They also provided me with opportunity to play sports and helped me understand the privileges associated with them. Most of all, at a very young age, they taught me to be a good citizen and to give to those in need. Their constant examples of helping others are the driving force behind my passion for the non-profit sector and to improve the avenues of giving back. For them, I hope that is the result of this study.

Thank you Dad and Mom!

I love you both very much!

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### **Abstract**

Sport for Development (SFD) uses the power of sport to support international development initiatives that affect social change and empower under-resourced communities (Levermore, 2008a). Currently, there are more than 1,000 SFD organizations globally (Doyle, Payne, & Wolff, 2011) working to enact change and development initiatives in the least developed regions of the world. Stakeholders are key components of the long-term sustainability, development, and success of these SFD organizations. The purpose of this research is to examine the relationships between SFD organizations and their stakeholders through the lens of social responsibility (SR). Through the analysis of interviews conducted with SFD leaders and their stakeholders, this research offers a modified version of Carroll's (1979) four categories of SR. This modified version addresses the differences that exist with SFD stakeholder relationships from the perspectives of the organizations and their stakeholders. Further, broader implications will be discussed in terms of compatibility and long-term sustainability.

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**List of Abbreviations**

AIDS: Acquired Immunodeficiency Syndrome  
CDN: Canadian  
CPRS: Canadian Public Relations Society  
CRA: Canada Revenue Agency  
CSP: Canadian Sport Policy  
HIV: Human Immunodeficiency Virus  
ID: International Development  
IMF: International Monetary Fund  
MDGs: Millennium Development Goals  
NGOs: Non-governmental organizations  
NSO: National Sport Organization  
ODA: Official Development Assistance  
OECD: Organization for Economic Co-operation and Development  
PPI: PeacePlayers International  
PSI: Population Services International  
RTP: Right To Play  
SFD: Sport for Development  
SR: Social Responsibility  
STH: Stakeholder  
UN: United Nations  
UNICEF: United Nations Children's Education Fund  
UNESCO: United Nations Educational Scientific and Cultural Organization  
USD: United States Dollar  
WHO: World Health Organization



## Chapter 1: Introduction

### Sport for Development

*“Sport has the power to change the world. It has the power to unite in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination.”*

*Nelson Mandela (Notable Quotes [sic], 2012 p. 1)*

In the above quotation, Mandela pointedly demonstrates the powerful role that sport can play in today's society. Sport for Development (SFD) initiatives utilize the power of sport to direct and support development efforts. As such, it is important to first discuss International Development (ID) as it is foundational to the overall understanding of SFD (Darnell, 2010; Levermore, 2008b). While there is little consensus surrounding a universal definition of ID, it is generally defined as developed nations providing valuable assistance to developing countries<sup>1</sup> through foreign aid and, at its core, aims to maximize individual development (Easterly, 2006; Moyo, 2009). ID is often discussed in the context of North American and Western European countries directing assistance towards poorer countries. On a global scale, most of the international wealth and the international agencies that control a majority of the development<sup>2</sup> initiatives are located in these areas (Easterly, 2006).

ID was first introduced through foreign aid initiatives, dating back to the 19<sup>th</sup> Century, when the United States (US) delivered support through food aid and grants for

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<sup>1</sup> For the purpose of this study, the term ‘developing countries’ includes the following: third world countries, underdeveloped countries, and the global south.

<sup>2</sup> For the purposes of this study, the term development is defined as improving the economic and social well-being of people around the world (OECD, 2013). However, this is a working definition.

infrastructure projects to developing countries (Moyo, 2009). The aid assistance can be bilateral aid and/or multilateral aid. Bilateral aid is when there is a financial exchange between governments, whereas multilateral aid is distributed through one or more aid organizations and allocated to the different recipients (Pratt, 1996). Following World War II, the World Bank and the International Monetary Fund (IMF) launched extensive responsibility strategies in capital investment and global financial systems. Due to this, years later, both the World Bank and IMF became the centre of the development field (Moyo, 2009). The focus of ID agencies has, and continues to, change to reflect a variety of strategies. Initially, ID agencies focused their efforts towards large industrial projects, followed by the provision of loans to relieve poverty and, finally, attempts to initiate change in the governance of developing countries were made. Today, ID agencies continue to focus on these areas in combination with many others such as Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS) prevention, maternal health improvement, and social inclusion (UN Goals, 2012). However, ID agencies have been criticized for delivering initiatives as short-term solutions with unreachable goals (Easterly, 2006). For example, bed nets that are made in America and delivered to Africa as a donation are often intercepted and end up on black markets, rather than reaching the intended recipients. As a solution, Population Services International (PSI) have proposed that the sale of the nets (50 cents USD each) be made through clinics directly to the recipients in order to ensure that they are received by those who would value them the most (Easterly, 2006). There are not enough ID agencies that use strategies similar to PSI, and therefore other agencies can fail to contribute to any long-term change.

In 2000, the United Nations (UN) highlighted the importance of ID initiatives through the collaborative creation of the Millennium Development Goals (MDGs). Through this process, eight specific goals were identified, with an overall target to achieve these by 2015. The eight goals include: “eradicate extreme poverty and hunger; achieve universal primary-school enrollment; promote gender equality and empower women; reduce child mortality; improve maternal health; combat HIV/AIDS, malaria and other diseases; ensure environmental sustainability; and develop a global partnership for development” (Easterly, 2006, p. 9; UN Goals, 2012). The MDGs have become the main targets of ID. UN leaders believe that by focusing on these targets, there can be a positive change in developing countries and improvement in many individuals’ lives (UN Goals, 2012). To date, the UN is still working to achieve these goals, but has already reached three of its targets. The three targets are related to poverty, slums, and water access (UN Goals, 2012). Since 2000, poverty rates have fallen; there is more access to clean water, and a 39 percent decline in the number of people living in slums (UN Report, 2012). However, during this process, it is clear that there needs to be more creative and diverse ways to broadly achieve all the MDGs. In order to achieve these, programs need to be more focused on long-term success and sustainability by educating future generations (Easterly, 2006). SFD programs have the potential to help achieve the MDGs by building programs focused on these strategies.

ID programs and leaders began to recognize the use of sport and play as tools for their aid programs in developing countries. SFD then became recognized as a relatively new social movement, gaining prominence in the last 10 years (Kidd, 2008). The origins of SFD, however, can be traced back to the ancient Olympic Games, when sport

influenced “global politics, culture and ideology” (Doyle, Payne, & Wolff, 2011, p. 5).

An example of this was in the 1936 Olympic Games when Jesse Owens of the United States won four medals and altered the perception of the African-American race (Doyle et al., 2011). This race was noted as the moment that “single handedly crushed Hitler’s myth of Aryan supremacy” and altered African-American culture for years to follow, illustrating the impact sport can have on society (Schwartz, 2012, p. 1).

The connection between sport, play, and policy development became stronger in 1978, when the United Nations Educational Scientific and Cultural Organization (UNESCO) adopted “the International Charter of Physical Education and Sport, declaring sport and physical education as a fundamental right for all” (Doyle et al., 2011, p. 6). From this, international organizations began to adopt SFD philosophies in combination with other ID programming. Eventually, organizations began to emerge with SFD as their sole mission. The power of sport was embraced as a universal and creative way to reach all potential program participants (Wolff, 2012). The use of sport and play is now integrated into the strategies used to achieve several development objectives such as peace building, social inclusion, disease prevention, health promotion, education, and conflict (Coalter, 2010a; Doyle et al., 2011; Levermore, 2008a). According to Wolff (2012), sport constantly struggles to be recognized as a priority area within the government. This is demonstrated by the minimal amount of funding allocated to sport in most countries. Yet in spite of this, sport has become a strong means of ID.

Sport’s strong presence in ID was demonstrated in 2003 and 2005 when the UN introduced two initiatives that increased international awareness surrounding SFD. First, in 2003, the UN published a report that stated that SFD would be used to achieve the

MDGs for 2015. Second, the UN announced that 2005 would be the International Year of Sport and Physical Education, drawing more international awareness to the importance of sport and play (Doyle et al., 2011; United Nations, 2005). These two initiatives highlight the importance of SFD in ID, and have even influenced governments to use SFD at the national level.

The Canadian government, in particular, has recognized the importance of SFD in the recent review of the Canadian Sport Policy (CSP). In 2012, the Canadian government revamped the 2002 CSP and included, as part of its five goals, SFD (Sport Canada, 2012). The government recognizes the social and economic development that can result through SFD programming, for Canada and abroad (Sport Canada, 2012). Initiatives such as these create awareness that help SFD organizations grow and be recognized as a sound development strategy. In addition, the efforts by the UN emphasize why it is important to continuously study SFD and develop a better understanding of its role in ID.

Organizations that adopt the SFD strategy as their approach to ID are continuing to grow worldwide. Currently, there are more than 1,000 SFD organizations, both governmental and non-governmental (Doyle et al., 2011; International Platform on Sport and Development, 2012). For example, Right To Play (RTP) is a SFD organization that has been in existence since 1992 (formerly known as Olympic Aid) and is directed by former Olympic speed skater Johann Olav Koss (Right To Play, 2012b). RTP delivers programs in more than 20 countries and has six national head offices throughout the world (Right To Play, 2012a). RTP's programs, in combination with their many athlete ambassadors, have made the organization one of the more successful, impactful, and recognizable organizations in the SFD field (Kidd, 2008; Right To Play, 2012a).

Similarly, PeacePlayers International (PPI), another SFD organization, uses basketball as a strategy for peace building in countries struggling with religious conflict. PPI generated international attention for the field of SFD in 2011 when their Northern Ireland division was chosen as a beneficiary for Prince William and Kate's royal wedding's charitable gift fund (PeacePlayers International, 2011). Recognition such as this contributes to the growth of the SFD field and creates more legitimacy around the programs. Both RTP and PPI are non-governmental organizations (NGOs). It is also important to note that there are direct governmental organizations that have had an impact on the growth of SFD such as the United Nations Children's Fund (UNICEF), UNESCO, and the World Health Organization (WHO). These organizations have either partnered with SFD NGOs and/or have created their own sport specific international programs (Levermore, 2008b).

Despite the importance and expanding growth of the SFD industry, there has been minimal academic research in the area (Kidd, 2008; Levermore, 2008a). Further, those studies are consistently identifying gaps in the research conducted in this field, particularly research that addresses funding, evaluation, sustainability, and the development of SFD programs (Coalter, 2010; Darnell, 2007; Kidd, 2008; Levermore, 2008a). Since SFD has not yet evolved as its own independent academic discipline, the current research landscape is very interdisciplinary, with research being conducted in the fields of management, ID, sport and physical education studies, sociology, and psychology (Doyle et al., 2011; Levermore, 2008a). Further research in the field of SFD contributes to increased knowledge, as well as a means to interpret, examine, and translate theory to action.

### **SFD and Social Responsibility and Stakeholder Theory**

The core mission of SFD organizations is to accomplish development initiatives and to make a difference in developing communities through sport and play (Levermore, 2008b; Right To Play, 2012b). More generally, the underpinnings of SFD surround the concept of ‘giving back,’ which is very closely aligned with the defining characteristics of social responsibility (SR)<sup>3</sup> (Bradish & Cronin, 2009; Godfrey, 2009; Horrigan, 2010). The history of SR was initiated as the simple concept of pure philanthropy wherein the rich gave back to the poor (Godfrey, 2009). It slowly evolved, and became focused on businesses giving back to their communities. By 1953, in the United States, SR was supported by law and became a tax-deductible management action. For this reason, SR became more popular within businesses, changing how citizens viewed why businesses engaged in giving back (Godfrey, 2009; Ponte, Richey, & Baab, 2009). Citizens began to believe that, for businesses, SR should involve developing strategies that go beyond the confines of the law (Godfrey, 2009). Today, SR may not have a universal definition, but it can be understood as strategic activities that engage and contribute to all stakeholders of an organization as well as the community, and go beyond the economic benefit of the organizations (Freeman, Harrison, Wicks, Parmar, & De Colle, 2010; Hopkins, 2007; Horrigan, 2010).

The underlying reasons why organizations are socially responsible can vary; however, Carroll (1979) identified four categories that guide the understanding of SR motives. These categories are: legal, ethical, economic, and discretionary (or philanthropic) responsibilities. These four categories of SR were created to outline

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<sup>3</sup> For the purposes of this study, social responsibility will be used as the term (rather than corporate social responsibility) since focal organizations are non-profit entities.

businesses' obligations to society. Together the four categories create the "total social responsibility" of businesses (Carroll, 1979, p. 500).

While there is very little literature that connects SFD and SR, Levermore (2008, 2010, 2011) draws a connection between the two areas through an examination of SFD programs, relationships with program sponsors, and availability of evaluation reports. Levermore (2008a) reviewed SFD programs and found that there is high private interest in program execution. Levermore (2008a) also noted, in particular, different corporations' interests in the ID process in general, and their enthusiasm of using sport as opposed to the other failed aid methods. An example of a failed method is aid assistance through cash transfers to a developing country's government (Moyo, 2009). This type of aid is also referred as Official Development Assistance (ODA) and focuses more on long-term development (OECD, 2013). Another type of failed aid is humanitarian aid, which is in response to natural tragedies and is often for the short-term (Moyo, 2009, Pratt, 1996). These failed methods led corporations to become involved in SFD through social investments, philanthropic initiatives, and core business activities (Levermore, 2008a). These actions by corporations are directly connected to their SR strategies and thus demonstrate the connection between the SR and SFD.

Levermore (2010) further emphasized the connection between SFD and SR through the use of Ponte et al.'s (2009) matrix. Levermore (2010) used this matrix to examine how engaged corporations, that partnered or supported SFD organizations, were with the implementation and development of particular initiatives. The results of Levermore's (2010) study revealed that most partners were distant or disengaged from the SFD organization or program they supported. Levermore (2010) criticized these types of SR



partnerships, arguing that they are examples of weak public relations and greenwashing. Greenwashing refers to businesses making false claims regarding their environmental and social responsibilities (Maier, 2011). The partner organizations, however, were often recognized for their corporate SR efforts (Levermore, 2010). Levermore's findings provide the foundation for questions surrounding how and why these partnerships are developed, and the motivations that guide the involvement of organizations in SFD. Levermore (2010) demonstrates the connection to be made between SFD and SR, and argues that future interdisciplinary research is required in order to further examine the connection between the two fields.

In SR, when examining the strategies of organizations, it is important to consider the stakeholders involved (Freeman, Harrison, Wicks, Parmar, & DeColle, 2010). As such, stakeholder theory provides an appropriate theoretical framework for the study of SR, and further informs the examination of SFD (Freeman et al., 2010; Horrigan, 2010). Stakeholder theory aims to understand how organizations can satisfy all stakeholders in combination with achieving corporate goals (Donaldson & Preston, 1995; Freeman et al., 2010). Stakeholders are defined as individuals and/or groups that can affect a business' actions or be affected by a business' actions and achievements<sup>4</sup> (Freeman et al., 2010; Roberts, 1992). Stakeholders are important to the examination of SR because, often when developing SR strategies, there are many external sources such as governments, consumers, and the community, that are involved with this process (Roberts, 1992). Stakeholder theory provides an appropriate framework for the analysis of existing stakeholder relationships and the importance placed on these various relationships. In

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<sup>4</sup> For this study, it is important to clarify that the term stakeholder covers all individuals and organizations that contribute to the SFD organizations. Although stakeholder can also refer to individuals who take part in the programming, due to the scope of this study, this group is not included.

addition, stakeholder theory allows for the categorization of the various relationships that exist among stakeholders (Donaldson & Preston, 1995; Friedman & Miles, 2002). It is important that the SFD field, similar to the field of SR, recognizes the importance of stakeholders in its development. SFD can receive support from their stakeholders for funding, through actions such as corporate sponsorship; sustainability, by creating long-term contracts; and awareness, for example by becoming ambassadors for the organization. Therefore, it is imperative that the stakeholders of SFD organizations are satisfied and that research is conducted to further understand the surrounding dynamics of stakeholder relationships in the SFD context.

### **Justification for the Study**

The literature specifically outlines issues surrounding the connection between SR and SFD. Levermore (2010) and Godfrey (2009) identify whether SR plays the same role in developing countries as compared to developed countries. In addition, the literature calls for advice for those engaging or trying to engage in international philanthropy (Godfrey, 2009). Levermore (2010) further questions whether a dichotomy exists between SFD initiatives with a heavy business presence and SFD initiatives that do not. This dichotomy refers to SFD initiatives that have valuable support from businesses and then those businesses are criticized for their involvement. Whereas, other businesses that provide minimal support to organizations are often praised for their involvement (Levermore, 2010). This leads to questions regarding the motives for businesses to be involved, and the expectations SFD organizations have for the relationship with these businesses.

In the SR literature, there is a strong connection between SR strategies and organization's stakeholders (Freeman et al, 2010; Horrigan, 2010, Levermore, 2010). In SFD, however, this connection has not yet been made. In order to make a connection, there must first be an understanding of the role that stakeholders play in SFD organizations. This includes identifying the SFD organizations' major stakeholder groups and uncovering the motives for stakeholder involvement.

As previously discussed, the SFD field is highly connected to ID (Darnell, 2007; Kidd, 2008). Therefore, theoretically, the needs and concerns of ID studies are important for the future of SFD. For years, ID initiatives have been faced with funding insecurities, and have been criticized for a lack of coordination and a lack of accountability of donors (Sridhar, 2010). SFD organizations face many of the same problems. Many SFD organizations have identified under-funding and dependence on external funding sources as their main challenges (Coalter, 2010b; Kidd, 2008). The funding structures that support SFD programs limit the opportunities that organizations have for hired staff and efficient resource allocation. For this reason, scholars continue to emphasize the importance of increased funding in order to enhance the long-term sustainability of SFD programs (Guest, 2009; Kidd, 2008; Levermore, 2008b). By gaining more knowledge of stakeholder relationships, leaders of SFD organizations can gain better insight into what potential stakeholders and donors may be seeking from these relationships. This can help SFD organizations find stakeholders that are a better fit for their future.

### **Purpose of the Study**

The purpose of this study was to examine the relationships between SFD organizations and their respective stakeholders through the lens of SR. This study

addressed a number of key areas of concern in the field of SFD. The first goal of this study was to build a stronger understanding of the relationship that exists between the fields of SFD and SR. The second goal was to address the role that stakeholders have within SFD organizations, and how SR contributed to that role. The third goal was to address the issue surrounding funding for SFD organizations, and whether or not the stakeholders have contributed to a solution. This study outlined the differences in the types of stakeholder relationships in order to show SFD organizations that there are multiple stakeholder groups with which to work to improve funding support.

This study focused on two diverse SFD organizations representing different size and scope (further explained in Chapter 3), as well as different SFD stakeholders. These stakeholders included multiple groups, for example, corporate partners, individual donors, and government agencies. This research aimed to produce a model that outlined who the major stakeholder groups are for SFD organizations, and how to best categorize them. The specific research questions addressed were:

1. Who are the stakeholders of SFD organizations?
2. How do these stakeholder relationships fit within Carroll's four categories of social responsibility (SR)? Which responsibility(ies) best describe the motives for developing these relationships?
3. Are there any other motives outside of Carroll's categories that contribute to these relationships?
4. To what extent are these motives compatible? How important is compatibility to achieving the mandate of these SFD organizations?

The different sizes and scopes of the SFD organizations are important because by examining the two different levels, this research was able to uncover multiple ways to understand how stakeholder relationships in the field of SFD are built. Understanding how large established organizations retain stakeholders is as important as how small organizations attract their stakeholders, which makes this research more relevant to a variety of SFD organizations.

It was also important that the researcher obtain information from the different types of stakeholders. Since it is presumed that there is more than one stakeholder group for SFD organizations, the differences in their motives was important to uncover for the future of SFD, especially for funding opportunities. This also helped identify the major stakeholder groups for SFD organizations. In order to properly examine stakeholders, stakeholder theory was important to help categorize the stakeholders and outline defining aspects of each relationship (Donaldson & Preston, 1995, Freeman et al., 2010).

The subsequent chapters of this thesis provide an overview of the relevant literature, the research methods utilized, the results of the data collection, and the implications and future directions for the field. Chapter 2, the literature review, provides an in-depth discussion of three main areas: SFD, SR, and stakeholder theory. This chapter presents the current themes in the literature and provides the foundation for this study. Chapter 3, the research methods, outlines the interpretive paradigm and case study method. It also provides an overview of the two main sources for data collection (interviews and documents). This chapter discusses sampling techniques, participant selection, and research considerations. Chapter 4 outlines the results and the six main themes uncovered during data collection and analysis. It also discusses the compatibility

that exists between SFD organizations and the stakeholders. Chapter 5 provides a summary and conclusion and outlines implications for the SFD organizations as well as their stakeholders. In addition, it discusses areas for future research in SFD-stakeholder relationships. Lastly, it presents the limitations of this study.

Throughout this study there are key terms that are important to the development and understanding of this research. These key terms are outlined and defined in the following section.

### **Definitions of Key Terms**

The terms used in this study are defined as follows:

*Greenwashing*: Environmental claims that are misleading and deceptive to consumers (Maier, 2011).

*Non-governmental organizations (NGOs)*: “Private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development” (Duke University, 2007, para. 3).

*Public Relations*: “The strategic management of relationships between an organization and its diverse publics” (CPRS, 2012, para. 2).

*Social Responsibility (SR)*: Activities that engage and contribute to all stakeholders of an organization as well as the community, and go beyond the economic benefit of the organization (Freeman et al., 2010; Hopkins, 2007; Horrigan, 2010; Ratten & Babiak, 2010).

*Sport Development*: Assisting individuals engaged in organized sport to strengthen the infrastructure and institutions (Kidd, 2008).

*Sport for Development (SFD)*: Initiatives that use sport and/or play to help achieve development objectives (Coalter, 2010a; Doyle et al., 2011; Kidd, 2008; Levermore, 2008a).

*Stakeholders*: Individuals and/or groups that can affect a business' actions or be affected by a business' actions and achievements (Freeman et al., 2010; Roberts, 1992).

## **Chapter 2: Literature Review**

### **Introduction**

Literature in the Sport for Development (SFD), social responsibility (SR), and stakeholder theory areas of study all contribute to a greater understanding of the interrelationships among SFD stakeholders. Therefore, the following chapter provides a detailed review of the literature relating to these three areas of study. First, this chapter defines SFD and offers an explanation surrounding the purpose of its initiatives. Second, the key concepts of SFD are discussed in relation to the SR and stakeholder theory literature. Next, an overview of SR is provided that includes a discussion of its history and conceptualization, and its role in international development (ID) strategies. In addition, this section of the chapter provides an in-depth overview of Carroll's (1979) categories of SR. Last, a review of stakeholder theory is provided. The development of stakeholder theory, necessary considerations when defining stakeholders, and stakeholder theory as a framework for analysis are discussed. This chapter concludes with a discussion surrounding the relationships and connections between SFD, SR, and stakeholder theory.

### **Sport For Development**

SFD can be understood as initiatives that use sport and/or play to help achieve development objectives (Coalter, 2010a; Doyle et al., 2011; Kidd, 2008; Levermore, 2008a). For the purpose for this study, this will be the general definition used for SFD, however, due to the various areas of focus in SFD programs, the consistency surrounding a definition has yet to be reached; therefore this section will also address other definitions of SFD from the literature.



Currently, SFD programs focus on a variety of traditional development initiatives and address them through or in combination with sport programming (Doyle et al., 2011). SFD is often misinterpreted as sport development, thus it is important to recognize the difference between these two concepts. As discussed, SFD refers to the use of sport as a tool to aid in the accomplishment of various development initiatives. Conversely, sport development refers to assisting individuals engaged in organized sport to strengthen the infrastructure and institutions (Kidd, 2008). Evidently, there are differences between these two development-related concepts.

Coalter (2010a) describes three categories of programs that use sport to achieve development objectives. First there are traditional sports, which provide development properties for those who participate in the sport programming. Second, there are 'plus sport' programs, which rely on the popularity of sport to attract people to programs focused on education, health, or training. Lastly, there are 'sport-plus' programs, which refer to those programs that adapt sport and supplement with similar programs in order to be more successful at achieving development objectives (Coalter, 2010a). In other words, the main priority of sport-plus programs is the development objective, combined with sport and play in order to be more effective (Coalter, 2010a; Right To Play, 2012). An example of a sport-plus program would be using soccer to educate children on HIV prevention. For this research, the SFD organizations will be identified using Coalter's (2010a) definition of sport-plus programs. In other words, the organizations need to have programs that use sport as a tool to enhance development initiatives at the community level (Coalter, 2010a; Right To Play, 2012).

In relation to Coalter's (2010a) categories of SFD, Levermore (2008) also outlines the key outcomes of SFD programs. These outcomes are:

Conflict resolution and inter-cultural understanding, building physical, social, and community infrastructure; raising awareness, particularly through education; empowerment, direct impact on physical and psychological health, and general welfare; economic development and poverty alleviation. (Coalter, 2010b, p. 298)

A successful SFD organization focuses its programs to achieve one or more of Levermore's (2008) outcomes. These outcomes help define SFD organizations and separate them from other sport charities. Levermore's (2008) outcomes are based on traditional development goals. SFD programs can facilitate the achievement of these outcomes through the integration of sport and play into the development programs implemented.

The current body of literature on SFD identifies many trends and issues, while highlighting the areas that require further research. SFD literature focuses predominantly on three major areas of study: the concerns surrounding funding allocation and distribution for SFD programs; the monitoring and evaluation of SFD programs; and the use of top-down approaches for the implementation of SFD programs. This study addresses the concerns discussed within each of these areas and, as such, an overview of the current relevant literature is provided below.

The proper funding for SFD programs is extensively discussed within the SFD literature (Coalter, 2010a; Kidd, 2008; Levermore, 2008a). The inadequate funding of SFD programs affects the overall quality of the programming (Kidd, 2008). This issue has also been noted in the ID literature, suggesting that under-funding is inherent within

development initiatives. More specifically, ID literature posits that development organizations continually struggle for financial security and are therefore focused on gaining funding through donor support (Green, 2010; Sridhar, 2010). Due to this funding structure, SFD organizations have developed innovative ways to secure resources such as government funding, corporate partnerships, and philanthropic donations (Levermore, 2008a). However, the responsibilities that go along with these innovative funding pathways introduce new challenges for SFD organizations and further contribute to the financial insecurity that exists. For example, organizations that receive government funding are required to provide detailed accountability reports to demonstrate the appropriate use of government resources. While these reports are intended to show how funding has facilitated the achievement of organizational outcomes, SFD organizations often exaggerate the results of their programs in order to ensure future funding, while failing to actually reach their intended goals (Coalter, 2010b; Levermore, 2010). Coalter (2010b) suggests that this is because the indicators used to inform funding partners are not the same as those used to monitor the program, making it difficult to actually evaluate the performance. Proper financial support is essential to maintaining a high quality of programming. The widespread impact of funding throughout all phases of programming is threaded throughout the SFD literature.

The SFD literature also examines the importance of monitoring and evaluating programs. According to Coalter (2010b), Kidd (2008), and Levermore (2008a), many SFD programs lack the proper monitoring and evaluation in order to facilitate the long-term success of programs. Long-term success is less attainable without the knowledge and willingness to make the necessary changes throughout the evaluation process

(Giardina, 2010). Further, as discussed above, accountability reports are often required for funding that is received through government grants and donations. Appropriate evaluation strategies are required in order to provide an accurate report of spending and the associated outcomes (Sridhar, 2010). Levermore (2011) examined the importance of the public availability of SFD organizations' evaluation results and found that only a small number of organizations made their results accessible to the public. Levermore (2011) also found that several organizations that did not make their reports available had no intention of doing so in the future. This creates suspicion surrounding the legitimacy of those organizations' monitoring and evaluation systems (Levermore, 2011).

Another major area of research in current SFD literature is the issue of organizations using top-down approaches to programming (Black, 2010; Burnett, 2009; Darnell, 2007, 2010; Giardina, 2010; Giulianotti, 2011; Guest, 2009; Kay, 2009; Levermore, 2008b). These approaches ignore the importance of the local community's voice and try to use a one-size fits all approach in different areas around the world (Giulianotti, 2011; Kay, 2008; Moyo, 2009). The literature notes that SFD organizations need to improve their strategies to include specific local concerns through the involvement of local community leaders and citizens (Kay, 2009). Moyo (2009) notes that a proper assessment on the needs of the community must be undertaken before implementing a program. This will help tailor the program more specifically and produce more appropriate results. Easterly (2006) argues that in order to effectively integrate community concerns into programming, international development organizations need to become searchers<sup>5</sup> rather than planners. Planners choose what they want to supply,

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<sup>5</sup> The author uses this term to define individuals and/or organizations that use a more grassroots' approach to programming.

whereas searchers determine what is actually in demand (Easterly, 2006). In other words, those who take the searchers' approach understand the local needs and address them with the right accountability, whereas planners lack the local knowledge and apply a blueprint of what they feel should work (Easterly, 2006). The searchers' approach involves the local communities' opinions and feedback, which makes the community accountable as well as involves the community in the reporting process (Easterly, 2006; Green, 2010). Further, Coalter (2010a) and Darnell (2007) note that the use of top-down (or planner) approaches to SFD can reinforce colonial North-South power relations. This is often due to the lack of involvement and knowledge at the local level, and the "West" program leaders believing their way is best (Darnell, 2007). More grassroots' (searchers) approaches will help minimize these concerns and produce more long-term results (Sridhar, 2010).

The current literature on funding allocation, monitoring and evaluation, and the top-down nature of programming highlights the need for further research in SFD. One specific area of research that can further inform the study of SFD, and where minimal research has been done, connects SR and stakeholder theory to SFD. Further insight into the trends and issues associated with SFD programming can be gained by connecting SFD with SR and stakeholder theory. These issues identified by the current SFD literature could be understood further by connecting all three areas (SR, stakeholder theory and SFD). While few studies have been conducted that examine these constructs in combination, Levermore (2010) provides early insight through his examination of existing partnerships with SFD programs.

SFD literature has noted that there is a lack of funding, which is affecting the long-term success of the programs (Coalter, 2010a; Kidd, 2008; Levermore, 2008a).

Levermore (2010) made connections between SFD and SR by recognizing the stakeholder relationships that exist between SFD organizations and funding agencies. By furthering the understanding of these types of relationships and the motives of individual stakeholders, it is possible to uncover opportunities for SFD organizations that utilize these relationships for extended funding. In addition, the lack of monitoring and evaluation of SFD programs could have an impact on the attraction and retention of stakeholders for SFD programs. By understanding the motives of stakeholders, SFD organizations can make the appropriate adjustments to satisfy their various stakeholders and vice versa. Stakeholder theory provides an effective lens to analyze and explain these relationships. In addition, it is important to recognize that stakeholder relationships may be developed based on SR motives.

### **Social Responsibility**

Although SR is a newer term in the business sector, its history dates back to the early 1600s with an initial focus surrounding citizen engagement (Godfrey, 2009). While the focus of SR efforts has varied throughout the last four centuries, the philanthropic underpinning has remained constant. Early SR efforts can be traced back to England's Poor Law of 1601, which outlined citizens' obligations to the poor (Godfrey, 2009). According to Godfrey (2009), in the 17<sup>th</sup> century, the private sector carried the responsibility of providing to the poor. Eventually this responsibility shifted towards individual giving through Christian theology. Andrew Carnegie, who challenged those with money to distribute their wealth before dying, initiated the drive towards individual

giving (Godfrey, 2009; Ponte et al., 2009). If individuals passed away prior to distributing their wealth, they were deemed to be bad citizens (Godfrey, 2009).

By the 20<sup>th</sup> Century, more citizens adopted Carnegie's theory and were involved in personal giving. With the increase in individual giving came an increase in corporate philanthropic initiatives from major steel, railroad, and financial companies (Godfrey, 2009). By 1953, in the United States, corporate giving became a legal, tax deductible, management action. However, as SR evolved, in order for an organization to be considered truly socially responsible, the organizations were to go beyond the compliance of law (Freeman et al., 2010). This changed the motives of businesses engaged in SR activities. During the 1960s, companies were socially responsible to improve their reputation and to attract and retain good employees (Godfrey, 2009; Ponte et al., 2009). Employees wanted to stay with companies that had good reputations and were known for treating their employees fairly (Godfrey, 2009). The roles of businesses also began to change with the anti-war and women's rights movements as well as environmental movements such as the beginning of Earth Day (Freeman et al., 2010; Godfrey, 2009). These movements influenced businesses to develop SR strategies that support them and their main stakeholders (Godfrey, 2009). By the 1980s, companies began to involve corporate governance as part of their SR strategies. This shift was due, in large part, to the increasing number of ethical and diversity-related corporate scandals (Freeman et al., 2010; Godfrey, 2009; Horrigan, 2010). Corporate governance provided a way for companies to standardize their ethical actions in order to minimize the amount of corporate scandals.

Leading into the 1990s, policies surrounding gender equity, ethnicity, and diversity became standard areas of corporate governance (Godfrey, 2009). The introduction of formal governance policies also initiated a formalized SR reporting process, referred to first as social auditing and accounting and, currently, as social and ethical reporting (Freeman et al., 2010). These reports are important to companies internally, as well as externally with sources such as stakeholders. Presently, the link between the SR field and social good is becoming more established and stakeholder interests are becoming a priority (Godfrey, 2009). The importance of satisfying stakeholders with SR activities explains why stakeholder theory is so prominent within the SR literature. Knowing which SR strategies will serve the interests of all stakeholders is valuable to organizational success (Freeman et al., 2010).

Despite the fact that SR has a long history in business, it still does not have a universal definition (Bradish & Cronin, 2009; Freeman et al., 2010; Godfrey, 2009; Horrigan, 2010). This is due, in part, to SR's constantly changing role in business activities (Freeman et al., 2010; Horrigan, 2010; Ratten & Babiak, 2010). However, the various definitions of SR provide insight into the application and impact of SR strategies. SR can generally be defined as activities that engage and contribute to all stakeholders of an organization as well as the community, and go beyond the economic benefit of the organization<sup>6</sup> (Freeman et al., 2010; Hopkins, 2007; Horrigan, 2010; Ratten & Babiak, 2010). Freeman et al. (2010), define SR as "business' decisions and actions taken for reasons at least partially beyond direct economic impact or the firms technical interest" (p. 236). Organizations trying to be socially responsible have been criticized for

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<sup>6</sup> For the purposes of this research, this will be the general definition used for SR in Chapter 1, although the researcher will present other definitions from the literature.



implementing strategies that are often profit driven. In an effort to alleviate this criticism, many organizations have developed strategies with a 'before profit obligation,' in which the main goal is social impact providing minimal opportunities for direct economic growth (Hopkins, 2007; Horrigan, 2010). This approach allows organizations to leverage their core competencies, in addition to satisfying social needs (Babiak & Wolfe, 2009). SR has also been defined as activities that engage and contribute to all stakeholders of an organization as well as the community (Freeman et al., 2010; Hopkins, 2007; Horrigan, 2010; Ratten & Babiak, 2010). For a company to be socially responsible, they must engage in philanthropic actions that coincide with broader SR roles (Hopkins, 2007). This includes the importance of creating a good workplace for members of society as well as being a diverse company. Hollender and Breen (2010) describe being diverse as including all members of society, in particular those of different cultures and abilities. In addition, a good workplace includes ethical considerations and building for a sustainable future (Ratten & Babiak, 2010). All these definitions together cover the main attributes that contribute to SR's development.

Socially responsible businesses embrace social, political, environmental, and economic factors. In addition, these factors relate "to how business individually and collectively can best develop both business and societal advantage" (Horrigan, 2010, p. 36). This has become even more important as consumers become more aware of companies that are socially responsible (Öberseder, Schlegelmilch, & Gruber, 2011). Öberseder et al. (2011) note that consumer knowledge surrounding SR initiatives can have a direct impact on purchasing behaviour. Evidently, socially responsible actions and activities have become critical aspects of organizational performance in the 21<sup>st</sup> century.

This places additional pressure on commercial organizations to implement a variety of socially responsible initiatives, including those at an international level. Scholars have questioned whether these societal pressures encourage commercial organizations to develop relationships with SFD organizations, rather than solely as a philanthropic initiative (Freeman et al., 2010; Levermore, 2010).

Hopkins (2007) developed a framework for understanding and measuring SR. The framework depicts how to best assess a company's SR strategy. The framework outlines three levels by which to assess a company's SR strategy. The first level outlines three principles of SR: legitimacy, public responsibility, and managerial discretion. These principles help businesses establish a relationship with society, develop a framework, and transform managers and employees into moral actors. The second level outlines three processes of SR: business environment scanning, stakeholder management, and issues management. The third level outlines the three outcomes of SR. The first outcome is internal stakeholder effects which impacts stakeholders directly inside the organization. The second outcome is external stakeholder effects. These have an impact on persons or groups outside of the organization. The last outcome is external institutional effects, which have an impact "upon the larger institution of business" (Hopkins, 2007, p. 164).

Hopkins' (2007) framework outlines the basics of SR in three equally important levels. However, defining and outlining SR will continue to evolve as long as business and social development continue to evolve (Taneja, Taneja, & Gupta, 2011). According to Hollender and Breen (2010), companies investing funds in SR have grown to an estimated 2.7 trillion USD. It is clear that this area of business is growing rapidly, and as companies become more socially responsible they will "replace hierarchy with

community, opacity with transparency, assignments with contributions, pure profits with profits for purpose” (Hollender & Breen, 2010, p. 136). Therefore, SR may be constantly defined differently but it will continue to contribute to building a sustainable future (Freeman et al., 2010; Hopkins, 2007; Pedersen, 2006; Ratten & Babiak, 2010).

In the ID field, organizations engaging in SR have many unique factors to consider. First, organizations that are requested for ID initiatives are not necessarily an appropriate fit for the task (Freeman et al., 2010). According to Horrigan (2010), developing countries have different cultures than developed countries and, therefore, organizations involved in ID initiatives require an understanding of the views and culture of the local communities. Hopkins (2007) argues that more organizations should aim to support social issues that are aligned with their company’s core characteristics. Commercial organizations engaging in ID and SR need to compare their company values with the purpose of the initiative to help establish stronger authenticity and sustainability (Freeman et al., 2010; Pedersen, 2006).

Organizations that aim to be socially responsible through ID initiatives have, on the one hand, very high involvement in the international initiative itself. On the other hand, they are known to have very minimal engagement and support of the initiative (Levermore, 2010). Ponte et al. (2009) offer a framework matrix that categorizes an organization’s involvement with SR activities by type and location. The first type is *engaged*, where a responsible business practices are ingrained in the operations of the business itself. This type of SR can affect the function of a business. The second type is *disengaged*, meaning that SR is weakly linked to the actual running of a business (Ponte et al., 2009). Disengaged SR can have a positive effect on people, but does not challenge

normal business conduct. Next, there are the two locations of SR. The first location is *proximate* which consists of SR activities that take place in the vicinity of a business. The proximate location also includes activities that are not directly linked to an organization's actual business but do take place in the community (Ponte et al., 2009). Then, there is *distant* location where SR involvement takes place in communities where none of a business' operations are present (i.e., head office, suppliers, or stakeholders) (Ponte et al., 2009). Levermore (2010) used Ponte et al.'s framework to study the engagement of companies involved with SR and ID. Levermore (2010) noted that most of the organizations involved in ID SR were categorized as distant and/or disengaged, indicating low levels of SR involvement. Levermore (2010) views the lack of engagement by businesses as greenwashing or free public relations, which can contribute to negative consumer opinions towards the company.

Weak program involvement from stakeholders can be due to the fact that leaders of ID organizations often have difficulty finding stakeholders with similar values to be involved on a SR platform. According to Horrigan (2010), this is attributed to the different objectives that for-profit and non-profit organizations have and the conflict that can arise because of these differences. When developing stakeholder relationships, transparency and accountability are very important (Horrigan 2010; Levermore, 2010). Greater transparency and accountability contribute, not only, to greater trust between stakeholders, but also to extended partnerships and the facilitation of the sharing of practices between partners (Freeman et al., 2010; Hopkins, 2007). Organizations involved in ID SR also face challenges stemming from their partnerships with the government. Most ID initiatives cannot be implemented without the involvement of local

governments. ID initiative leaders require government assistance in order to effectively work with businesses and communities (Horrigan, 2010). Therefore, in some cases, businesses should focus on assisting governments, whether their contributions are national or international. According to Hopkins (2007), this will help the program be more efficient and facilitate goal achievement.

According to Dashwood and Puplampu (2010), SR in developing countries is a relatively new phenomenon. Therefore, there is no agreed upon definition of SR in the context of developing countries. However, Dashwood and Puplampu (2010) defined SR in developing countries as “going beyond the legal regulatory obligations companies have toward those parties affected by their operations” (p. 177). This can include various areas such as human rights, the environment, and labour standards (Bird & Smucker, 2007; Dashwood & Puplampu, 2010).

Although SR in developing countries is still a relatively new concept, the literature has identified major areas of concern and discussion in relation to its development (Bird & Smucker, 2007; Dashwood & Puplampu, 2010; Frynas, 2008; Idemudia, 2011). According to Bird and Smucker (2007), Dashwood and Puplampu, (2010), and Frynas, (2008), organizations that operate in developing countries need to create value for their communities. These organizations should contribute from an economic standpoint to the communities as well as socially and ecologically (Dashwood & Paplampu, 2010). This should be achieved through the organizations’ SR practices. Implementation of proper SR practices can help sustain and improve the infrastructure of developing communities. In addition, it can create stronger social services (Bird & Smucker, 2007; Idemudia, 2011). Frynas (2008) suggests that organizations assist with broader development goals through

SR and that there should be more discussion regarding the areas in which SR in developing countries can contribute.

As noted by Bird and Smucker (2007) and Frynas (2008) however, understanding local communities' culture is essential for successful SR in developing countries. Frynas (2008) noted that there is potential for conflict between organizations and local communities' governments in terms of particular governance structures. Therefore, there should be a focus on creating wider social governance between developing countries and the organizations that operate there (Frynas, 2008). Social governance is defined as different way in which "social life is coordinated" (Frynas, 2008, p. 278). In addition, organizations should be careful when interpreting "moral guidelines in relation to local contextual exigencies" (Bird & Smucker, 2007, p. 4). In other words, organizations must be sensitive to local communities' culture and the dialogue that takes place between the organizations and local representatives (Bird & Smucker, 2007; Idemudia, 2011). If organizations are not sensitive, it can lead to miscommunications between them and the communities.

SR in the sport industry and the field of sport management is an important area of focus and research and has recently received attention in the literature (Bradish & Cronin, 2009; Godfrey, 2009; Ratten & Babiak, 2010). Sport provides a unique context for the examination of SR. The sport sector differs from other industries for a variety of reasons, for example the mass appeal associated with sport viewing and participation, the mass media coverage of sport events and news, the positive health impacts associated with sport participation, and the social interaction that results from participation in sport (Babiak & Wolfe, 2009; Godfrey, 2009; Ratten & Babiak, 2010). For these reasons, sport

provides mass appeal for SR activities due to the awareness that sport can provide. As such, sport provides the ideal avenue for SR stakeholder relationships (Levermore, 2010).

According to Babiak and Wolfe (2009) and Godfrey (2009), sport organizations are under significant pressure to be socially responsible. The way that sport organizations regulate themselves is important, with greater emphasis being placed on diversity and ethical considerations (Godfrey, 2009). Sport is also a great avenue to produce role models through the athletes, who can be used as a vehicle for change (Babiak & Wolfe, 2009; Godfrey, 2009). Sport uses its universal appeal in combination with role model development to reach out to communities and assist more internationally in areas such as development (Levermore, 2010). Sheth and Babiak (2010) outline SR's connection to sport using Carroll's four categories to understand the perceptions of SR in professional sport. This study also uses Carroll's four categories, in similar format as Sheth and Babiak (2010), except the researcher will replace perceptions with motives and professional sport with SFD organizations and stakeholders.

### **Carroll's Four Categories of SR**

Carroll's (1979) model was foundational in the development of the SR field. Carroll (1979) differentiated the various ways in which businesses may be socially responsible. These include economic change, legal matters, voluntary action, environmental change, product safety, and issues specific to individual businesses (Carroll, 1979). From this, Carroll (1979) developed the four categories of SR, which consist of economic, legal, ethical, and discretionary responsibilities (see Appendix A for a diagram of these categories). Carroll (1979) believed that businesses have a range of obligations to society, and these obligations can be best outlined through the four

categories. These four categories of SR became substantial to the growth of the SR field (Godfrey, 2009; Horrigan, 2010; Sheth & Babiak, 2010).

The first category in Carroll's (1979) model is economic responsibilities which refers to a business' responsibility to produce goods and/or services that members of society want or need. The organization needs to remain in business and create profitability as well as help benefit society through economic means (Carroll, 1979). Legal responsibilities refer to the laws and regulations under which businesses must operate for the good of everyone (Carroll, 1979). This means conforming to the laws set out by the country or state where the business exist (Carroll, 1979). Ethical responsibilities are defined as expectations for a business by society that are over and above legal requirements (Carroll, 1979). The last category is discretionary responsibilities, which are voluntary acts by a business to engage in social roles (Carroll, 1979). These are philanthropic actions that attempt to address social issues and may or may not have pay back for the business itself (Carroll, 1979).

Together, according to Carroll (1979), the four categories of SR compile the complete social responsibility of a business. Carroll (1979) also posits that the four categories or responsibilities are not mutually exclusive and are not meant to be a continuum. Instead, the model is meant to "suggest what might be termed their fundamental role in the evolution of importance" (Carroll, 1979, p. 500). The SR categories are to "remind us that motives or actions can be categorized as primarily one or another of these four kinds" (Carroll, 1979, p. 500). Carroll's (1979) categories of socially responsible businesses are important fixtures in the SR literature and continue to evolve the field (Godfrey, 2009; Horrigan, 2010; Sheth & Babiak, 2010).



SR, Carroll's (1979) categories in particular, are highly connected to stakeholder theory. Carroll's (1979) categories provide insight into why organizations engage in SR strategies and activities. The relationships stakeholders' form with other organizations can be influenced by the motivations behind SR strategies. As such, stakeholder theory provides an appropriate lens for the examination of stakeholder relationships within the SR context.

Carroll's (1979) categories were designed for for-profit organizations. However, more non-profit organizations are beginning to recognize the importance of developing their own SR strategies. Therefore, because Carroll's (1979) categories is one of the most established frameworks in SR, the researcher felt it was an appropriate framework for this study.

### **Stakeholder Theory**

Stakeholder theory has received considerable attention in the management literature and provides the appropriate theoretical lens for the analysis of stakeholder relationships in SFD. Stakeholder theory allows for a thorough analysis and categorization of the relationships that exist within this context. Ansoff (1965) was the first to utilize stakeholder theory to describe organizational objectives. One of the main objectives identified for organizations was to "attain the ability to balance the conflicting demands of various stakeholders" (Roberts, 1992, p. 597). Freeman (1984) furthered the conceptualization of stakeholders and created a corporate planning and business model. Freeman's model focused on gaining the approval from groups (stakeholders) that the business needed in order to continue to be successful. These groups then became part of

the corporate decisions (Roberts, 1992). Freeman (1984) recognized the reciprocal relationship between businesses and their stakeholders.

As shown by Donaldson and Preston (1995), stakeholder theory was originally viewed as an input-output model (see Appendix B for a diagram of the model) where various groups contributed to the business but the customers received most of the benefits. Donaldson and Preston (1995), however, argued that as the theory evolved, a contrasting model needed to be developed. Donaldson and Preston (1995) then developed a model (see Appendix C for a diagram of the new model) that outlined that all groups contributing to a business should benefit equally. The belief that stakeholder relationships should be mutually beneficial has shaped stakeholder theory in the 21<sup>st</sup> century (Donaldson & Preston, 1995).

Stakeholder theory has been used to examine many issues in business such as management, ethics, and sustainability (Freeman et al., 2010). Therefore, similar to SFD and SR, stakeholder theory does not have one standard definition. However, all the definitions agree on the importance of stakeholders in a successful business (Freeman et al., 2010). In order to best understand stakeholder theory, it is important to first define stakeholders. Stakeholders are defined as individuals and/or groups that can affect a business' actions or be affected by a business' actions and achievements (Freeman et al., 2010; Roberts, 1992). Stakeholders have specific, and often intrinsically guided interests in the business (Donaldson & Preston, 1995). They can include shareholders, suppliers, governments, non-governmental organizations (NGOs), customers, and other interest groups (Freeman et al., 2010; Horrigan, 2010; Roberts, 1992). Therefore, stakeholder theory is about creating value for those who have a stake in the activities of a business

(Freeman et al., 2010). Stakeholder theory aims to help organizations manage more effectively in combination with creating maximum value for all stakeholders (Freeman et al., 2010). Stakeholder theory is better understood as not having one purpose but having the ability to serve a range of objectives in multiple disciplines (Freeman et al., 2010).

Stakeholder theory aims to understand the connections between stakeholder management and achieving corporate goals (Donaldson & Preston, 1995). It is part of a business' strategic management plan because its goal is to find solutions that consider the interests of all the stakeholders (Freeman et al., 2010). Stakeholder theory helps an organization balance the needs of stakeholders with their expectations. According to Donaldson and Preston (1995), the ability to provide equal attention to all stakeholders' interests is key to stakeholder management and the basis of stakeholder theory. The degree to which a business should respond to the needs of stakeholders can depend on how well the organizations and society work together (Donaldson & Preston, 1995; Freeman et al., 2010). Organizations typically have multiple stakeholder relationships to consider at any given time. As such, it can be difficult to satisfy the needs of all stakeholders. Friedman and Miles (2002) provide an effective framework for the analysis of the importance of individual stakeholder needs.

Friedman and Miles (2002) also developed a model to differentiate stakeholders and ultimately understand why some stakeholders are considered more important than others. Friedman and Miles (2002) adapted Archer's (1995) model, which examined relationships as being compatible or incompatible as well as necessary or contingent. Friedman and Miles' (2002) model aims to determine the legitimacy of stakeholders, which they believe is due to contractual forms associated with different structural

configuration. The model (see Appendix D for a diagram of the model) outlines four different categories for stakeholders, including necessary compatible, contingent compatible, contingent incompatible, and necessary incompatible (Friedman & Miles, 2002).

*Necessary compatible* (A) is a stakeholder relationship that has a formal explicit contract and often includes shareholders of the organization. *Contingent compatible* (B) are stakeholder relations that have no formal contract and no direct relationship. If a contract is arranged, it is often a contract that stakeholders can easily change (Friedman & Miles, 2002). *Contingent incompatible* (C) relationships do not have a contractual relationship. Social contracts may be formed, however, these are often not functional. Lastly, there are *necessary incompatible* relationships (D). These relationships have incompatible interests and the relationship is antagonistic. There is often conflict between the two parties because stakeholders force the organization to get involved in unprofitable activities (Friedman & Miles, 2002). The categories of stakeholders outlined in Friedman and Miles' (2002) model help to understand different stakeholder relationships and help organizations analyze change in stakeholder relationships. Changes in relationships can occur because of support changes, material changes, contractual changes, and idea changes (Friedman & Miles, 2002). Therefore, this model is an effective way to examine the changes that categorize stakeholders. Friedman and Miles' (2002) model will be used in this study to categorize the importance of the stakeholders involved with the SFD organizations. As such, it will hopefully strengthen the already existing relationship between stakeholder theory and SR.

According to Roberts (1992), stakeholder theory is highly connected to the SR field because when businesses are involved in SR strategies they often consider external influences and groups connected to the organization. Roberts (1992) suggests that the SR field should use stakeholder theory in more empirical research to move beyond relating SR only to corporate characteristics or management. Roberts (1992) also notes that stakeholder theory is the “theoretical foundation in which to analyze the impact of prior economic performances, strategic posture toward social responsibility activities, and the intensity of stakeholder power on levels of corporate social disclosure” (p. 610). This recognizes the growing opportunities for organizations to connect and satisfy stakeholders through SR (Freeman et al., 2010). As the SR field continues to grow, more multi-stakeholder initiatives develop, which provide incentives to keep people involved (Horrigan, 2010). These incentives must satisfy all the different stakeholders’ needs and, as such, the connection between SR and stakeholder theory must be examined.

Stakeholder theory originated in the management field as it was used to understand many corporate issues (Freeman et al., 2010; Roberts 1992). However, as discussed above, there is a very close connection between stakeholder theory and SR (Freeman et al., 2010; Roberts, 1992). This connection illustrates that based on SR’s origins in philanthropy; there is an opportunity to build a stronger connection between stakeholder theory and the non-profit sector (Godfrey, 2009). Non-profit organizations often have multiple stakeholders involved within their organizational structure. However, research recognizing the relevance of stakeholder theory in the non-profit sector is minimal. This study examines the role of stakeholder theory within SR in order to gain a better understanding of the role of stakeholder relationships in the non-profit sector, and more

specifically within SFD organizations. From this, the researcher will aim to draw attention to the important area of literature that focuses on stakeholders and non-profit organizations.

### **Chapter 3: The Research Process**

#### **Research Methods**

This study took an interpretive research stance, which is one of the major paradigms in qualitative research. Qualitative research aims to understand, as close as possible, a social phenomena in its natural setting (Merriam, 1998; Willis, 2007). Qualitative research seeks to understand the reality that is constructed by a person's or people's interactions in their social worlds (Merriam, 1998). Therefore, qualitative researchers are "interested in understanding the meaning people have constructed, that is, how they make sense of their world and the experiences they have in the world" (Merriam, 1998, p. 6). According to Patton (1990), qualitative research aims to understand the interactions that take place in a particular context. In qualitative research, the researcher is the primary instrument of data collection and is interested in the participants' perspectives (Merriam, 1998; Willis, 2007). Qualitative research looks to gain rich and thick descriptions. It usually has an inductive approach, which "builds abstractions, concepts, hypotheses, or theories rather than tests existing theories" (Merriam, 1998, p. 7). This study was inductive and was aimed to discover thick and rich descriptions of a social context, which is why this study relied on qualitative research.

A paradigm is defined as "a comprehensive belief system, world view, or framework that guides research and practice in a field" (Willis, 2007, p. 8). According to Chalmer (1982), there are five main components of a paradigm. They are: clearly stated laws and theoretical assumptions; certain ways of applying the laws to different situations; instrumentation and instrumental performance; general theoretical principles that influence the work in a paradigm; and general methodological prescriptions.

(Chalmer, 1982). General methodological prescriptions are important because they direct how the work is conducted in that paradigm. There are many paradigms that exist within the greater research realm. However, the three major paradigms outlined by Willis (2007) are: postpositivism, critical theory, and interpretivism.

It is important for a researcher to understand how their world views shape their research practices. Interpretivism seeks to understand a reality that is socially constructed and the purpose of the research is to reflect this understanding (Willis, 2007).

Interpretivism's preexisting theories and meanings help the researcher in explaining the social reality of the research and how it is constructed by individuals who are participating in it (Willis, 2007). The interpretive paradigm aims to understand the people being studied from subjective experiences and develops theories by understanding that reality (Hennink, Hutter, & Bailey, 2011; Willis, 2007). Therefore, interpretivism believes there are multiple perspectives of reality rather than a single truth (Hennink et al., 2011).

According to Baum and Rowley (2002), individuals can develop their identities from their relations within organizations. Baum and Rowley (2002) noted "to understand organizations is to understand our world." (p. 1). In this study of SFD organizations and their stakeholders, this is an important concept to understand. This study considered the role that SFD organizations and their stakeholders play within the larger realm of business. For interpretivists, this concept relates to their important overall goal of understanding a particular context, and those individuals within the context. This recognizes the importance of broader contexts on individuals' lives (Hennink et al., 2011).



It is also important to recognize the role that hermeneutics plays in an interpretive study. This involves the hermeneutic circle, which is defined as understanding the back and forth involved between “the topic of study, the context, and our own understanding” (Willis, 2007, p. 106). The researcher constantly referred to the main topic of the study throughout the interviews with the different participants. Throughout this process, it was also important to recognize and apply the researcher’s understanding. Interpretivist research can be conducted through various types of research methods such as ethnography, phenomenology, grounded theory, action research, and case study (Merriam, 1998). For this study, it was an interpretive comparative case study.

### **Methods**

A case study in qualitative research consists of the analysis of a single unit or bounded system (Merriam, 1998). According to Yin (1994), “a case study is an empirical inquiry that investigates a contemporary phenomenon with its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (p. 13). Merriam (1998) explains that a case study is an “intensive, holistic description and analysis of a single instance, phenomenon, or social unit” (p. 27). Both definitions contribute to the idea that case studies aim to understand in-depth a case or cases in real-world contexts (Merriam, 1998; Yin, 2012). Case studies can be descriptive, interpretive, and evaluative by nature (Merriam, 1998). In the end, case studies aim to create invaluable understanding “about real-world behavior” (Yin, 2012, p. 4). In relation to this particular study of SFD organizations and their stakeholders, the study analyzed, challenged, or supported preexisting theoretical assumptions (Merriam, 1998). It then

gathered information on the phenomenon in order to interpret and theorize it (Merriam, 1998).

The case study for this research was a multiple-case or comparative case study. This type of case study collects and analyzes data from various cases as opposed to focusing on a single unit with subunits or sub-cases (Merriam, 1998). Comparative case studies provide the researcher with an opportunity to develop more compelling research and to make the study as a whole more robust (Yin, 2009). However, comparative case studies often take more time and involve many extensive resources (Yin, 2009). In order to manage this, there was a detailed time frame to gather all data in a timely fashion. Comparative case studies should also include replication. Replication involves determining whether different cases will have similar results or contrasting results (Yin, 2012). There was also a strong theoretical framework because for all studies, it is one of the most important aspects. The theoretical framework outlines the conditions in which a phenomenon will be found and those in which it will not be. The theoretical framework then becomes the vehicle to generalize to other cases or, in this research, other stakeholder relationships (Yin, 2009). A comparative case study was chosen for this research because it allowed for the opportunity to involve multiple stakeholder groups and also allowed the research to be applied to SFD organizations of different size and scope.

### **Sample**

The case studies for this research consisted of two different SFD organizations and their respective stakeholders. The SFD organizations were chosen by specific criteria. First, each SFD organization was selected by its size and scope. For this study, there was

one large and one small (more grassroots) SFD organization studied. The size of each organization was established by three factors: the number of existing stakeholders, the number of current employees, and the number of existing programs. The scope of the organizations was determined by three separate factors, which are: the number of national offices, the number of countries where programs take place, and how publicly accessible information is on the organization (i.e., website information).

Each organization also had at least one (SFD) initiative that takes place in developing countries. Their programs were sport-plus, which are programs when “sports are adapted and often augmented with broader objectives” (Coalter, 2010a, p. 298). Lastly, the SFD organizations chosen had programs that are focused on accomplishing at least two outcomes from Levermore’s (2008) desired outcomes for SFD organizations.

These outcomes<sup>7</sup> are:

1. Conflict resolution and inter-cultural understanding;
2. Building physical, social, and community infrastructure;
3. Raising awareness, particularly through education;
4. Empowerment;
5. Direct impact on physical and psychological health and general welfare;
6. Economic development [and];
7. Poverty alleviation. (Coalter, 2010a, p. 298)

Once the two SFD organizations were identified and confirmed, the stakeholders were identified. The stakeholders were identified through the confirmed SFD interviewees. Each SFD participant was asked to contact all his or her stakeholders with

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<sup>7</sup> These outcomes are used to compare the objectives of the SFD organizations studied. They are not used as criteria in the researcher’s analysis.

information about the study. After the study was outlined, each stakeholder was asked if they were willing to participate in the research. The SFD organization then contacted the researcher with a list of stakeholders that had given their permission to participate. From that list, the researcher contacted the stakeholders via telephone or electronic mail. The script for contacting each stakeholder is included in Appendix E.

As outlined above, this study was a comparative case study of two SFD organizations and their respective stakeholders. However, the strategy for recruiting those organizations and stakeholders was an important aspect of the study.

### **Interviewees**

The interviewees for the study were chosen using purposeful sampling. Purposeful sampling is defined as choosing a sample based on what the researcher wants to discover, therefore this study chose a sample that had the experience and competence to glean the greatest insight relative to the topic (Merriam, 1998). According to Patton (1990), purposeful sampling involves choosing information-rich cases. In these cases, “one can learn a great deal about issues of central importance to the purpose of the research” (Patton, 1990, p. 169). The researcher believes by choosing SFD organizations of different size and scope, she was able to access a larger variety of information that helped expand the research.

For this study, the criteria for selecting each of the SFD organizations are outlined at the beginning of the Methods section. However, the interviewees selected from each organization were based on the job title, primary job responsibilities, and decision-making latitude. The interviewees selected were a Chief Executive Officer, Chief Financial Officer, or leaders responsible for finance, funding, sponsorships, and/or

partnerships. These individuals were identified because their responsibilities included the development of stakeholder relationships and/or they oversaw the relationships. Each participant had involvement or knowledge of the relationships with the stakeholder groups. Each of the SFD interviewees were interviewed at their place of work. The interviews took approximately 30-60 minutes and each participant was protected by interview confidentiality.

Interviewees from the stakeholder groups were contacted through the participating SFD organizations. The interviewees from each of the SFD organizations were asked to contact their stakeholders to gauge their willingness to participate in the study. The researcher then contacted the stakeholders that expressed their willingness to participate. The interviewees were contacted either by telephone or by electronic mail depending on the contact information given to the researcher by the SFD organization (see script in Appendix E). Therefore, the interviewees from the SFD organizations were the gatekeepers to the stakeholders. It was important to gain the gatekeepers' approval for the study in order to access the right participants. The researcher needed to build trust with the SFD organizations' interviewees in order to gain their confidence to refer her to their stakeholders. In order to accomplish this, there was a detailed explanation of the research. The SFD organizations trusted that the researcher would not disrupt their current relationships. In addition, the researcher needed these interviewees to refer her to their stakeholders and support the research. However, it was also important to make sure the gatekeepers did not coerce anyone into participating in the study (Hennink et al., 2011).

## **Data Collection**

### **Interviews**

The main method of data collection was qualitative interviews. The goal was to conduct 9-18 interviews in total. There were 4 interviews with SFD interviewees and 8 with stakeholders. This number was chosen because the researcher believed they would provide her with the data needed for this study. All the interviews were semi-structured interviews and were based on an interview guide, as opposed to a strict interview outline (Kvale & Brinkmann, 2009). The researcher developed the guide before the first interview (see guide in Appendix F) and used her judgment during the interviews to determine how closely to follow the original guide (Kvale & Brinkmann, 2009). This also allowed the researcher to explore new concepts or ideas with the participant as they arose during the interview process (Kvale & Brinkmann, 2009). This structure left the interview open for lengthy conversations with interviewees, which provided an opportunity to better understand the interviewees' reality (Yin, 2012). The guide was subject to change if the researcher decided she was not getting the right information from the interviewees for this study.

While planning the study, the researcher completed the first two stages of the seven stages of an interview inquiry outlined by Kvale and Brinkmann (2009). The seven stages are: thematizing, designing, interviewing, transcribing, analyzing, verifying, and reporting (Kvale & Brinkmann, 2009). The first stage of thematizing, involves developing a purpose for the study and the theme being investigated before beginning the interviews. The designing stage outlines the "how" part of the method. This involves designing the study after obtaining knowledge and considering ethical issues (Kvale &

Brinkmann, 2009). The interviews then took place in-person, via Skype, or over the telephone. The interviews were also audio-recorded digitally.

The interview participants were elite<sup>8</sup> and culturally diverse. Therefore, the researcher considered the variations involved with elite interviewees. First, the interviews with interviewees from a different cultural background involved diverse types of interaction. This means interviewees from different cultures may have different meanings for various verbal and non-verbal actions, of which the researcher must be aware (Kvale & Brinkmann, 2009). The researcher took the time before the interview to become familiar with these possible differences and the effect they may have had on the interview process.

In this research, it was important to interview elites because they were educated on exactly what is happening within the organization and helped direct the organization's future. In addition, they have direct contact with stakeholders. Elites are commonly interviewed and may view the interview as more of an educated conversation (Kvale & Brinkmann, 2009). Therefore, in order to be a good conversation partner, the researcher was knowledgeable about the topic, used and understood technical language, as well as had a good understanding of the participant's biography and social interactions (Kvale & Brinkmann, 2009). Elite interviewees can also have a status to maintain, which may make it difficult for the researcher to obtain the information needed (Kvale & Brinkmann, 2009). If this was the case, the researcher worked to gain trust, however there were no follow-up interviews conducted to retrieve more in-depth information.

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<sup>8</sup> Elite(s) is the term used in the literature to describe employees of an organization in positions at the top of the organizational structure and who oversee the major decisions in their organization (Kvale & Brinkmann, 2009).

**Documents**

The second source of data used was documents. Documents can refer to “a wide range of written, visual, and physical material relevant to the study at hand” as well as publicly available data or materials (Merriam, 1998, p. 112). The documents collected for this study were used to support the researcher with the interview process. The documents helped the researcher prepare before conducting an interview. They also helped the researcher contextualize data as well as confirm interviewees’ comments throughout the data analysis. However, the interviewees were the gatekeepers to these documents and, as a result, their cooperation was needed in order to access these. Documents also included publicly accessible sources (mostly available online) from the organizations selected for the study. When the online documents were obtained, it was important to check the authenticity of each document. This involved understanding who created them and why they were created (Merriam, 1998). This helped ensure the documents were a reliable source of data.

**Data Analysis**

Once the data collection process began, the analysis of the data started. During the research, data analysis occurred simultaneously with data collection and report writing, and included data coding, condensation, and interpretation (Kvale & Brinkmann, 2009). Once data were collected, the information was transcribed verbatim, and the coding process began (Kvale & Brinkmann, 2009). This included noting long silences, pauses, and emotions such as laughter because these elements may be significant to the interpretation of the data.

After the interviews had been transcribed, the coding step of the data analysis was



initiated. Coding involved choosing one or more keywords to attach to a particular text (Kvale & Brinkmann, 2009). The first step was to create a storyline for the study by describing the study in general terms. Next, a list of themes was developed during the coding process that emerged from the data (Patton, 2002). The themes were identified as any similar topics that appeared in multiple data sources. Then the data that related to these themes were identified (see chart of codes and themes in Appendix G).

The next step involved categorization, which is “a more systematic conceptualization of a statement, opening it for quantification” (Kvale & Brinkmann, 2009, p. 202). This involved quantifying the number of times the theme arose in the data or how many interviewees addressed this theme. This helped convey the results in simpler terms to the reader. It also was placed in chart form, which can be more visually appealing for the reader. Then the categories uncovered during the coding were outlined. Categories are how the researcher categorizes and organizes themes, which share similar traits. The researcher discussed how the categories were related to each other and further explained the results (Kvale & Brinkmann, 2009). The categories used for this study were derived from Carroll’s four categories of SR (see in Appendix G).

After coding, the next step was condensation. Condensation involved taking long (or longer) statements by the interviewees and condensing them into shorter ones (Kvale & Brinkmann, 2009) allowing the main point of the statement to be clearer. Condensation was important for the data analysis of interviews and documents (Kvale & Brinkmann, 2009).

In order to successfully compare the themes; the researcher interpreted the data, which involved describing and defining the themes. The interpretation of the data

described areas where the interviewees' words were similar and areas where their words differed (Kvale & Brinkmann, 2009). It also identified conditions, actions and/or interactions, and consequences associated with the phenomenon of interest (Kvale & Brinkmann, 2009). This helped synthesize and make sense of the data. To help with organization, the researcher used TAMS Analyzer (a computer software). TAMS Analyzer is a qualitative data analysis software that helps researchers develop logical structure and manage multi-tasking involved with qualitative research (TAMS Analyzer, 2013). The software assisted with the coding process. It helped make the process simpler by creating code flexibility and transparency (TAMS analyzer, 2013). This made it easier for the researcher to organize and compare codes.

The last step in the data analysis was establishing the audience the research intends to reach (Willis, 2008). The data needed to be communicated to all three audiences. The three audiences were: SFD organizations, current and potential stakeholders of SFD organizations, and the academic realm.

### **Research Considerations**

One of the first considerations the researcher made was being able to develop trustworthiness in the study. Trustworthiness is a goal for qualitative research. It is the term to describe validity and reliability in qualitative research (Merriam, 1998). The aim of qualitative research is to "use qualitative methods to describe and explain phenomena as accurately and completely as possible so that their descriptions and explanations correspond as closely as possible to the way the world is and actually operates" (Patton, 2002, p. 546). In order to ensure this goal was achieved, the methods of data collection were triangulated. By triangulating the research methods, the researcher confirmed the

consistency of the data by using multiple sources (Patton, 2002). In this study, this included using interviews and document analysis. Due to time constraints, there was not enough time to conduct long-term observations. However, as the study progressed, the researcher kept notes in a reflective journal following the interviews. These notes helped the researcher contextualize and inform the data analysis.

In addition, a pilot study was conducted to ensure that the questions being asked during the interviews were not leading. The pilot study helped to test the best structure for the questions in order to gain the most valuable information from each participant. In addition, the pilot study provided the researcher with an opportunity to improve her interviewing skills. Lastly, to ensure trustworthiness, the researcher relied on her thesis committee members and peers to review and examine the data. This provided the study with extra comments on the findings and enhanced the research's credibility (Merriam, 1998).

Member checking was conducted with all interviewees. Member checking involves allowing the participant to read over their transcribed interview (Kvale & Brinkmann, 2009). Member checking allowed each participant a chance to rephrase or clarify different sections of their interview and verified that the information was correct for the results of the study. Most of the interviewees read over the transcripts and were happy with the original copies. Other interviewees made minor changes before returning the transcripts to the researcher.

The next important consideration was the role in which reflexivity played in the study. Reflexivity refers to understanding how the researcher's own experiences and background can affect what the researcher understands and how exactly she acts in the

world (Patton, 2002). The researcher was able to recognize when or if her own voice was more dominant in the research relative to the interviewees. This was especially important for the reflective journal since the journal contained information directly from the researcher's point of view. As a researcher, it was almost impossible to not include personal knowledge and background, however, to help create transferability, it was important that multiple theories and literature were used to back up the results (Patton, 2002).

### **Ethical Considerations**

Ethical considerations were very important for the research. In order to remain respectful, the proper paperwork was submitted to the Research Ethics Board (REB) at Brock University. Approval from the REB to conduct research was vital to the study's development. Without approval, the methods outlined above would not have been attainable. Once approval was granted, (see the form in Appendix H) the researcher prepared for data collection. Stake (1994) notes that, "qualitative researchers are guests in the private spaces of the world. Their manners should be good and their code of ethics strict" (p. 244). In order to comply with ethical guidelines, it was important to first receive informed consent from all interviewees. Informed consent involved "informing the research interviewees about the overall purpose of the investigation and the main features of the designs, as well as of any possible risks and benefits from participation in the research project" (Kvale & Brinkmann, 2009, p. 70). Each participant was also given a briefing before the interviews, which reminded him or her that they were allowed to withdraw from the study at any point as well as go over the confidentiality procedures involved. There was also a debriefing at the end, which covered confidentiality a second

time and outlined who exactly had access to the interview information (Kvale & Brinkmann, 2009). In order to ensure confidentiality, each participant was given the option of using pseudonyms. Confidentiality refers to all information about the interviewees that has an expectation of privacy (Kvale & Brinkmann, 2009). For this study, the only person who knew the identity of the interviewees was the researcher. All interview information and transcriptions used pseudonyms. All interview information was securely stored on the researcher's private hard drive that was kept in a locked desk drawer. This hard drive included all electronic versions of documents being used for analysis and any hard copies of the documents acquired by the researcher were also kept in the locked drawer. This ensured that the researcher was the only person who had access to the data. The following chapter will present the results of the data collected and analyzed.

## **Chapter 4: Findings**

### **Introduction**

This study was designed to examine the relationships between Sport for Development (SFD) organizations and their respective stakeholders through the lens of social responsibility (SR). This study addressed a number of key areas of concern in the field of SFD. First, it created a stronger understanding of the relationship that exists between the fields of SFD and SR. Second, this study investigated the role that stakeholders have within SFD organizations, and how SR contributes to that role. Third, it considered the limited funds available for SFD organizations, and whether or not the stakeholders can contribute to a solution. This research examined two SFD organizations and their relationships with various stakeholders. The research questions that were answered are:

1. Who are the stakeholders of SFD organizations?
2. How do these stakeholder relationships fit within Carroll's (1979) four categories SR? Which responsibility(ies) best describe the motives for developing these types of relationships?
3. Are there any other motives outside of Carroll's categories that contribute to these relationships?
4. To what extent are these motives compatible? How important is compatibility to achieving the mandate of these SFD organizations?

For this study, there was one large and one small SFD organization examined. The SFD organizations were chosen based on two criteria: size and scope. These criteria were

outlined in Chapter 3. In the following paragraphs, a profile of these SFD organizations is provided.

The first organization examined was identified as a large SFD organization. The Large SFD Organization was an established, and multi-focused SFD organization. According to their 2011 Annual Report, the Large SFD Organization had approximately 400 existing stakeholders. These stakeholders did not include the number of program participants reached because that total number was unavailable. However, their website indicated they have reached approximately one million children through their programming. Other stakeholders were identified through their national offices' lists of 'current supporters.' The supporters represented all the different stakeholders that contributed to the organization. According to their 2011 Annual Report, the Large SFD Organization had approximately 590 staff worldwide and 12,000 volunteers. Leaders of this SFD organization conducted programs under five different focus areas. The exact number of programs in the field was not available as it varied from country to country. The Large SFD Organization had one international office, six national offices, and four regional offices. They worked in 20 different countries in Asia, Africa, South America, Middle East, North America, and Europe. Most of the information on the Large SFD Organization was publicly accessible through their online website and annual report.

The second organization examined was identified as a small SFD organization. The Small SFD Organization was less established and was a single-focused SFD organization. According to the organization's website, the Small SFD Organization had seven major stakeholders (identified on the website as 'partners'). However, similar to the Large SFD Organization, this did not include the number of program participants it had reached. That

number was not accessible through the website. The Small SFD Organization's staff consisted strictly of volunteers. According to their website, they had 12 volunteer board members. The Small SFD Organization had one program. However, that program was used in different ways and covered many different areas of focus in development. They worked in one country in Africa. The Small SFD Organization had only been in existence for two years, therefore publicly accessible information on the organization was limited. The Small SFD Organization did not publish an annual report. They did have an online website, however it had not been updated.

### **Interviewees**

The interviewees for this study consisted of four SFD organization employees and eight SFD stakeholders. There were two employees from each SFD organization (large and small). The employees had worked for each organization for at least two years. They also worked directly with one or more stakeholder groups and had knowledge on how the relationships worked. In addition, these interviewees were willing to participate and were in close proximity to the researcher's location. The eight stakeholder interviewees were from a variety of stakeholder groups. Five of the stakeholders had relationships with the Large SFD Organization and three with the Small SFD Organization. The five stakeholders of the Large SFD Organization interviewed were categorized as: an individual donor, an educational organization, a government, a corporate partner, and an athlete. The three stakeholders of the Small SFD Organization were: a national sport organization (NSO), a sport club,<sup>9</sup> and a non-governmental organization (NGO).

Stakeholders from identical groups were not available for the Large SFD Organizations

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<sup>9</sup> It is important to note that the sport club stakeholder was located in Uganda where the Small SFD Organization runs its programming.



and the Small SFD Organization. The total number of stakeholder interviewees were from six of the eight major stakeholder groups identified for SFD organizations. In total there were 8 stakeholders interviewed. The results from the stakeholders were then compared generally. These stakeholders were chosen because they made direct decisions about the relationships with the SFD organizations. They were also willing to participate and easily accessible by the researcher.

### **Major Stakeholder Groups**

#### **Defining Stakeholder**

In SFD organizations, there are many different people, businesses, and groups that contribute to its overall success. For the purpose of this research, these groups are identified as stakeholders. As noted in Chapter 2, according to Freeman et al. (2010) and Roberts (1992), stakeholders are defined as individuals and/or groups that can affect a business' actions or be affected by a business' actions and achievements. They can include shareholders, suppliers, governments, NGOs, customers, and other interest groups (Freeman et al., 2010; Horrigan, 2010; Roberts, 1992). SFD organizations are typically international non-profit organizations and therefore, they have a variety of stakeholders that contribute to the organization in different ways. Although SFD organizations are not interested in generating profit, they do need funds and resources to operate. Therefore, to produce sustainable programs, SFD organizations are reliant on their stakeholders (Coalter 2010b; Kidd, 2008; Levermore, 2008a). As a result, it is important to understand what defines a stakeholder from the SFD perspective.

For the interviews, as an introductory question, the stakeholders were asked to define "stakeholder" from their perspective. The interviewees defined stakeholder as a

person or organization that has a vested interest in another organization. This could involve many different interest areas, which was explained by the STH-1 stakeholder of the Small SFD Organization,

*A stakeholder is someone who has an interest in the organization. So it could be that they have a financial investment in it, it could be that they have a partnership interest in it, or it could be that their own organization will benefit from the outcome of the work that the partnership delivers.*

As such, because there are different interests involved, stakeholders are identified through various titles. STH-5 of the Large SFD Organization shared this view of stakeholders when discussing his perspective,

*I guess it would be people who are invested and really part the organization...at an organizational level, it's those people who are the board members, the sponsors, the athletes, the participants, the families, so every organization usually has a variety of stakeholders that are intersecting and are engaging with that organization.*

As identified by STH-5, these groups could be invested professionally as well as personally. Furthermore, the interests of stakeholders provided different perspectives to the organization. STH-3 of the Large SFD Organization explained this in her definition of stakeholder: “Anyone who has a vested interest in a program or an organization, so there are different perspectives, from the donor perspective, the partners they have to implement their programing, and then the recipients of their programs.” STH-3 noted that the different interests could evolve into different perspectives of an organization.

However, the interviewees identified a vested interest by the person or organization as the main component to defining stakeholder from a SFD perspective.

In addition, stakeholders identified the importance of a vested interest being mutual between them and the organization. When asked to define stakeholder, STH-2 of the Large SFD Organization simply stated, “*I would say a mutual interest in the other person’s body of work.*” Along with a mutual interest, there also must be a benefit for both parties involved in the relationship. For stakeholders such as corporate partners, that could involve strategically choosing organizations with similar interests. STH-4 of the Large SFD Organization explained, “*[We’re] a corporation committed to doing right by partnering with the right organizations that made sense strategically for us.*” Therefore, in order to be a stakeholder, stakeholders generally felt that there should be a vested interest and furthermore strategically that interest should be mutual between both parties. However, these interests could differ depending on the group in which the stakeholder is identified.

### **Identifying Major Stakeholder Groups**

According to the data from this study, there were eight major stakeholder groups for SFD organizations. These stakeholder groups were: corporate partners, governments, athletes,<sup>10</sup> program participants, foundations, educational organizations,<sup>11</sup> the public,<sup>12</sup> and individuals (see diagram in Appendix I). The four interviewees who are employees of the SFD organizations were asked directly to identify who were their major stakeholder

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<sup>10</sup> For the purpose of this research, athletes included individual high performance athletes and/or high performance teams.

<sup>11</sup> For the purpose of this research, schools of all levels were included under this label. This includes, elementary school, high school, college, and university.

<sup>12</sup> For the purpose of this research, the public included the general population and community members.

groups. Three of the four employee interviewees identified the eight major stakeholder groups. As outlined in Appendix J, all four of the employee interviewees identified government, corporate partners, educational organizations, foundations, athletes, and the public, whereas only three of the employee interviewees identified individuals and the program participants as major stakeholders. During the interview process, the stakeholder interviewees were not asked to identify directly the major stakeholder groups for SFD organizations. However, throughout discussion on the definition of stakeholder and their roles, many interviewees also acknowledged these different stakeholder groups. Column B of the chart in Appendix J outlines how many interviewees identified each of the stakeholder groups.

According to Levermore (2008a), SFD organizations need to find more innovative ways to utilize stakeholders groups such as governments, corporate partners, and other donors. This research revealed that the three most identified stakeholder groups were: corporate partners, government, and athletes. When the data were cross-referenced with the organizations' websites and annual reports, the Large SFD Organization had listed relationships with seven of the eight major stakeholder groups. In comparison, the Small SFD Organization had only three of the eight stakeholders identified. In addition, on the Small SFD Organization's website, they had a media partner listed but this group was never acknowledged as a stakeholder throughout the data collection process. Therefore, in relation to this study, it was not considered a major stakeholder group.

### **Carroll's Four Categories of Social Responsibility**

As outlined in Chapter 2, Carroll's (1979) four categories of social responsibility (SR) have been integral to the development of the SR field. The four categories of SR

outlined by Carroll (1979) are: economic, legal, ethical, and discretionary. The interviewees revealed that Carroll's (1979) four categories of SR represented four motives for developing SFD-stakeholder relationships. The data further revealed that economic responsibilities (i.e., fundraising and donations) were identified as a more dominant (primary) motive, whereas legal, ethical, and discretionary motives were secondary (see in Appendix K). Legal, ethical, and discretionary were identified as secondary motives because they often included elements connecting to economic or brand awareness.

Carroll's (1979) four categories of SR outline four important motives, however, when it came to SFD stakeholders, there were two other relevant motives that were revealed throughout data collection and analysis. They were: brand awareness and engagement. Brand awareness is defined as the extent to which consumers can recognize a brand and associate with a particular product (Aaker, 1996). Brand awareness, similar to economic motive, was more dominant. Therefore, it was categorized as a primary motive (see in Appendix K). Engagement was identified as a fourth secondary motive. Engagement involves consistent interaction and communication between the stakeholder and SFD organization. Engagement was identified as a secondary motive because similar to the three other secondary motives, it usually involved other reasons connected to the primary motives (economic or brand awareness).

### **Economic Responsibilities**

The first category from Carroll (1979) is economic responsibilities. This refers to a business' responsibility to create goods and/or services that the society wants or needs. The organization needs to be profitable and to remain in business as well as help benefit

society through economic means (Carroll, 1979). Non-profit organizations, such as SFD organizations, do not focus on generating profit but do need funds to operate. Employee 1 of the Small Organization explained this in simple terms when discussing fundraising: *“It is about the money at the end of the day, we need some money to work, which is unfortunate.”* Employee 1 expressed his displeasure for fundraising and wishing his organization could exist without it. Therefore, there was an obvious economic motive to develop relationships between SFD organizations and their stakeholders.

When it came to economic contribution to SFD organizations, certain stakeholders were hesitant to commit without proven or projected results. When developing a stakeholder relationship based on monetary benefits interviewees noted the importance of program results. The results of the program or organization were to reflect how the money was spent. Employee 1 of the Large Organization noted this when describing his/her organization’s relationship with one of their government stakeholders: *“It had a detailed budget about where this money was going to be applied, how it was going to spent, as well as a slice that came to [the national] office to do the educational side of things.”* STH-3 of the Large SFD Organization echoed this statement from her perspective: *“We provide funds to their programming, there is an agreement in place and certain results that they’re going to achieve with the funds.”* Both the SFD organization and stakeholder identified results as a key component of the relationship development as well as its sustainability.

This was also noted as important to the Small SFD Organization. When discussing the development of partnerships with other NGOs, STH-3 of the Small SFD Organization stated:

*We have an outline of expectations around the specific project, and what it will deliver, and that's already part processed in regards to how much dollars we put towards the project and what the impacts are going to be.*

The economic contribution was reliant on how the organization could convey the results. This finding is supported by Sridhar's (2010) argument that donors of traditional international development initiatives want a better explanation of where their money is spent and who receives the direct benefits. As such, the outcomes generated by SFD organizations from their programming are fundamental for securing and/or maintaining donor funding.

In addition, once outcomes are proven valuable and successful, it can increase opportunities for the SFD organizations to receive more funds. STH-3 of the Large SFD Organization acknowledged the monetary changes that occurred in their relationship due to positive program outcomes:

*They applied for program funding, which they received, and then it was fairly small by our standards, about \$2.5 million originally, then they achieved results very quickly and that got scaled up and now it's a \$19 million agreement with [Large SFD Organization].*

STH-3 of the Large SFD Organization further explained how the achieved results changed the importance of this relationship compared to others: *"I have a portfolio of about 14 projects and partners. So they're one of the 14. But financially they represent half of my portfolio because their agreement is much larger than other agreements I manage."* Due to the Large SFD Organization's quick turnover of outcomes, they were able to increase the economic contribution from STH-3.

This finding relates to Coalter (2010b) and Levermore's (2010) argument that some SFD organizations have been over-inflating results of their programming to funders. Although this study does not indicate that the large and small SFD organizations have inflated their outcomes, it does demonstrate the importance of positive outcomes for gaining access to funds. SFD organizations can then inflate outcomes in order to access more funding, even if they fail to reach the goals they projected (Coalter, 2010b; Levermore, 2010). This is why demonstrated outcomes have led to increased funding relative to projected ones. In addition, demonstrated outcomes put emphasis on the importance of proper monitoring and evaluation in order to correctly report outcomes to stakeholders or funders (Coalter, 2010b; Levermore, 2010).

In relation to demonstrated outcomes, economic outcomes were also found to be a key component for the Large SFD Organization when working with stakeholders. From the organization's perspective, members of the Large SFD Organization rely on stakeholders to develop and execute initiatives that may produce funds for them. STH-1 of the Large SFD Organization highlighted this fact when he noted: *"So my role, I felt, was to then utilize my skill, and attempt to raise funds for them... They are never on the hook for any of the fundraisers, it's basically any money collected goes directly to [Large SFD Organization]."* STH-1 understood his role within the organization and worked independently to benefit the Large SFD Organization through economic means. Employee 2 of the Large SFD Organization also spoke to this role of stakeholders and how this role was often unclear to their community stakeholders. Employee 2 stated: *"I think from the community perspective, people don't always understand that we're relying on [them] to go out and have [their] own initiative and plan it and send us the money."*



Employee 2 described this further with an example from a past stakeholder: “*Okay, did my bake sale, and made \$200, and I’m going to send [Large SFD Organization] the cheque.*” This is an example of a preferred fundraising mechanism because employees alluded to the fact that, even though they are a large charitable organization, they lack the capacity to assist with every fundraiser executed by stakeholders.

It was also stated by the stakeholder interviewees, however, that as the relationship continued to develop and the economic results grew, they then received more support from the Large SFD Organization. STH-2 alluded to this when discussing his school’s relationship with the Large SFD Organization: “*The economic factor is more so when we did fundraising for [Large SFD Organization] and it was a fairly substantial amount, and then more opportunities came our way, like they placed an intern at our school.*” This demonstrated that economic results have the ability to impact the stakeholder relationship from both the stakeholder and organization perspectives.

Therefore, this finding was not congruent with Donaldson and Preston’s (1995) argument that a key component to stakeholder theory and management is being able to invest equal attention to the interests of all stakeholders. The Large SFD Organization appeared to have prioritized its stakeholders based on the size and scope of funds they accumulated from each, and in so doing, may be overlooking the needs of their smaller stakeholders.

For the Small SFD Organization, the economic contributions of their stakeholders did not have a similar influence on the relationship. Interviewees from the Small SFD Organization noted that, as a younger organization, any economic contribution could positively impact their goals. Employee 2 of the Small SFD Organization highlighted this point when she discussed a situation that involved her and her friends donating to a

charity at Christmas time. Her friends suggested a larger charity but, based on the total donation amount, she disagreed stating: *“I’m not sure an extra \$100 would put a dent in [large charity]’s funding dollars, whereas \$100 would do a lot for [Small SFD Organization].”* Employee 2 spoke to the reality of smaller charitable organizations. As a young organization, their budget is smaller and therefore they must operate with less funds. Employee 1 of the Small SFD Organization also spoke to this when he discussed how other organizations would adapt their programming to satisfy funding requirements. Employee 1 stated: *“We’re not looking for a ton of money that people have had to ask us to change.”* Employee 1 stated that they do not alter their programs in order to access certain funding. Employee 1 was not worried about how the organization could access the maximum amount of funds but how they could use any funds they have acquired. NSO stakeholder of the Small SFD Organization also supported this point when he discussed their relationship and noted: *“No money had to exchange hands, it wasn’t about that, and yet by creating the opportunity to be there, they made some money.”* NSO stakeholder’s relationship with the Small SFD Organization was not based on direct exchange of money but instead created an avenue for the organization to raise funds for themselves. This made the Small SFD Organization less dependent on one source of funding.

It is evident that SFD organizations needed funds to operate as well as to create sustainable programming (Coalter, 2010a; Kidd, 2008; Levermore, 2008a). When it comes to a stakeholder relationship that involves a large financial contribution however, the interviewees acknowledged that they wanted to avoid creating any type of dependency. STH-3 of the Large SFD Organization was the participant whose organization contributed the largest sum of money to a SFD organization (\$19 million CDN). When

discussing their relationship STH-3 stated very bluntly: *“We hold the purse strings so we have a lot of say [little laugh]. We’re the ones providing the funds.”* Although STH-3 realized the power they had in the relationship due to the amount of money involved, she also elaborated on the fact that they did not want to be the only source of funding for the Large SFD Organization, *“We don’t want that sort of dependency on [STH-3], that they’re just getting funds from us, they need to have their own donor base, and be known within the country.”* STH-3 understood that, in order for these programs to remain sustainable for the long-term, the SFD organization could not rely on a single stakeholder for funding. Employee 1 of the Small SFD Organization also noted similar feelings from the organization’s perspective in regards to the dangers of becoming dependent on particular funders:

*I think where you start getting some shady practices is when you start to become dependent on those corporate stakeholders for that funding. And you start altering your mission and your values because these people are looking for this stuff.*

Employee 1 of the Small SFD Organization acknowledged the demands that could come from large funders and the impact it could have on the overall organization. Coalter (2010a), Kidd (2008), and Levermore (2008a) note funding as being essential for sustainability but interviewees actually acknowledged that funder demands could hinder the sustainability of programs. Employee 1 of the Large Organization referred to this when discussing the issue of restricted versus unrestricted giving. Stakeholders wanted to delegate what programs received their funding but as Employee 1 explained: *“If we did open it up to being able to select specific programs, we know there would be many, many programs that wouldn’t be funded nearly as well, and we just can’t have that.”* SFD

organizations needed to create a balance between adequate funding and stakeholder demands in order to remain in control of programming and ultimately their organizations' brand.

When it comes to approaching stakeholders for a financial contribution, a major difference between the Large and Small SFD Organizations was brand leverage. Branding associated with SFD organizations had the ability to impact the perceived value of the organization itself (Aaker, 1996; Keller, 1993). This in turn made the organization more desirable to potential partners or stakeholders (Babiak & Wolfe, 2009). The Large SFD Organization was a multinational 'charity' and had been established for over ten years. This made their brand marketable to potential stakeholders for funds. STH-4 of the Large SFD Organization explained in simple terms how this worked in their relationship, *"So you pay money to be able to use the [Large SFD Organization] name and brand and develop your programming."* Once STH-4 contributed a certain amount of funds, they were able to use the Large SFD Organization's brand for their own marketing programs. Babiak and Wolfe's (2009) results are compatible with this finding as they discussed organization's SR strategies. They suggest that organizations should leverage their core competencies in combination with satisfying social needs. In the context of this study, this applied to the stakeholder organizations as well as the SFD organizations themselves. Together the stakeholders and SFD organizations could create cause-related marketing strategies in order to benefit each other.

The Small SFD Organization did not have the same brand leverage for funds as the Large SFD Organization. Employee 1 of the Small SFD Organization made a direct connection to this when he discussed approaching corporations for funding: *"We're not*

*like a [Large SFD Organization] where, you know, if [corporate partner] doesn't want to donate a million bucks, we're like fine we'll go to [corporate competitor]."* Employee 1 recognized that the Small SFD Organization was still new and was building its legitimacy in the non-profit sector. For that reason, the Small SFD Organization did not share the same political clout as the Large SFD Organization, which made it more difficult to access corporate funding. Employee 2 of the Small SFD Organization also stated, *"We've been developed now for two years but we're still really trying to establish ourselves and not be so reliant on one-off donations."* As explained by Employee 2, once the Small SFD Organization became more established, she felt it would be easier to build strategic stakeholder relationships, especially with corporate partners.

This finding demonstrated a direct link between SR and SFD through cause-related marketing. SFD organizations needed to engage more with corporations and get involved with their cause-related marketing strategies. Cause-related marketing is when an organization associates itself with a charitable cause in order to increase their bottom line (Mullen, 1997; Varadarajan & Menon, 1988). According to Hollender and Breen (2010), the funds invested in SR have grown to an estimated \$2.7 trillion (USD). This illustrates that there are opportunities for SFD organizations to connect with different corporations. Cause-related marketing can give organizations leverage as well as help repair the images socially irresponsible organizations (Mullen, 1997; Varadarajan & Menon, 1988).

When SFD organizations develop stakeholder relationships, there is a clear economic motive, as SFD organizations need funds to operate. For stakeholders to donate a large sum of money the SFD organization must have proven results from programming or an outline of projected results. Otherwise, larger more established SFD organizations

can sell their brand to stakeholders for cause-related marketing initiatives to increase the stakeholder's revenue. For interviewees from the SFD organization, economic contribution from a stakeholder impacted the relationship differently depending on the amount of money donated. The Large SFD Organization was satisfied with any economic contribution from stakeholders but due to the organization's capacity, it was only able to deepen relationships with stakeholders that independently raised a significant amount of money for the organization. The amount of money received by the Small SFD Organization had no impact on the relationship because interviewees felt that their program costs were low enough that even a small donation could have a big impact. These findings indicated that there were economic motives for the small and large SFD organizations and their stakeholders. However, these motives affected the development of the relationship differently depending on the size of the organization.

### **Legal Responsibilites**

The second category of social responsibility by Carroll (1979) is legal responsibilities. Legal responsibilities refer to the laws and regulations that businesses operate under as well as conforming to laws set out by the country (Carroll, 1979). In addition, it includes all laws and regulations that are to be followed for the good of everyone (Carroll, 1979). In Canada, individuals and organizations that donate money or in-kind gifts to charitable causes are legally eligible for a tax credit (Canada Revenue Agency, 2013). In order to receive a proper tax credit however, they must be issued a tax receipt from a registered charity. When a charity is registered with the Canada Revenue Agency (CRA), it is also referred to as having CRA status (Canada Revenue Agency, 2013). Charities must apply to receive CRA status and, once granted, they must follow

the standard guidelines (e.g., reporting and budgets). Charities can still exist without CRA status but will be unable to provide stakeholders with a tax credit (Canada Revenue Agency, 2013). Both focal organizations' head offices were located in Canada; therefore they operated under these same legal requirements.

The Large SFD Organization had CRA status and could use the tax credit as leverage to potential stakeholders, especially those who made large financial contributions. The Small SFD Organization had not yet received CRA status because they were still a young organization. The interviewees noted this as an issue for attracting and retaining stakeholders. Employee 2 alluded to this when she discussed the difficulties it caused when speaking to potential stakeholders: *"I knew I had to get to the point to say, 'yet we don't have CRA status.' And it was like as soon as I said that they were like 'oh well we usually only really get involved because we get the tax receipt.'"* This limited the amount of corporate partners the Small SFD Organization could approach for large monetary or in-kind donations. To improve this, the Small SFD Organization partnered with another NGO in order to use their CRA status to issue tax receipts. This stakeholder relationship was built on this legal contribution. Employee 1 from the Small SFD Organization outlined the benefits of this type of relationship:

*That's a perfect example of a stakeholder that when we walked into the partnership we were very hesitant but they were very open to us, they offered us something that we really needed that enabled us to continue our work as positive change agents. And we saw the economic benefit, and the political benefit of creating that potentially umbrella organization for sport for development here in Canada.*

This stakeholder relationship gave the Small SFD Organization the benefits and leverage among other stakeholders in Canada. By creating this stakeholder relationship, the Small SFD Organization employees were able to be more confident when approaching stakeholders. Employee 2 explained:

*I do think people were more confident telling people, like the executives were more confident going to their work partner, or their businesses to say “hey donate to [Small SFD Organization] because we’re going to give you a tax receipt.*

The stakeholder relationship that the Small SFD Organization built in order to offer tax receipts was important for funding dollars. Eventually, the partnership with the NGO ended and the Small SFD Organization could no longer issue tax receipts. Both Employees 1 and 2 noted how much more difficult it became to approach stakeholders for funding after the partnership dissolved. Therefore, they were currently working on a new stakeholder relationship with another foundation for the same benefit.

Each of the stakeholders of the SFD organizations had their own stakeholders that could also be affected by their actions (Freeman et al., 2010). For government stakeholders, such as STH-3 of the Large SFD Organization, one of their major stakeholder groups for whom they were concerned were taxpayers. This was based on the fact that STH-3 was using taxpayer dollars to fund certain programs. Therefore, legally they were responsible for how the money was spent. STH-3 explained: “*We’re the [government] so these are taxpayer dollars – so we need ensure that taxpayer dollars are being properly spent, and being spent on what we agreed they would be spent on.*” This required proper reports from the Large SFD Organization as well as access to public



reports for taxpayers. These details were usually outlined in a formal agreement between the government stakeholder and the SFD organization.

The interviewees noted expectations and results of programming as essential components of a stakeholder relationship. However, not all stakeholder relationships involved a formal agreement that legally tied each party to specific roles and results. The two stakeholders that mentioned formal agreements with the SFD organizations were STH-3 (government) and STH-4 (corporate) of the Large SFD Organization. STH-4 used an agency to develop the relationship between their company and the Large SFD Organization. From there, a formal agreement was developed between the Large SFD Organization and STH-4. STH-3 directly discussed the details of their formal agreement with the Large SFD Organization:

*We provide funds to their programming, there is an agreement in place and certain results that they're going to achieve with the funds...we have a funding agreement that covers 5 years. So there are expectations on both sides within that, so as long as they're meeting the expectations within that agreement, we continue to give them money [laugh].*

STH-3 also mentioned that the agreement outlined that if the Large SFD Organization was not meeting the expectations, STH-3 could cease the agreement. The agreements the Large SFD Organization developed with STH-3 and STH-4 involved large sums of money. Therefore, it could be assumed that formal agreements were arranged to legally protect the stakeholders' assets.

According to Friedman and Miles (2002), relationships such as these are referred to as necessary compatible relationships and are built on explicit formal contracts. Other

relationships may be built without a formal contract. These are considered contingent incompatible stakeholder relationships and are often developed based on social contracts (Friedman & Miles, 2002). These finding revealed that more often, SFD stakeholder relationships were built on informal agreements. As a result, the SFD organizations should understand which relationships were necessary compatible and which were contingent incompatible in order to track the changes that could occur over time (Friedman & Miles, 2002).

Consequently, other interviewees acknowledged the fact that their relationships operated under informal agreements or no agreements at all. STH-2 of the Large SFD Organization mentioned the following when he discussed the parameters of their relationship:

*There was always an integrity issue, like anytime we were going to put their brand, their logo, name, or represent ourselves in a way that had their name associated with, there were – I don't want to say rules – but [Large SFD Organization Employee] was the source [who] said, if you're going to print something on the t-shirt we need to see it.*

STH-2 and the Large SFD Organization did not have a formal agreement that outlined expectations but they were assumed due to the nature of the relationship. STH-2 explained this further stating: *“I guess because it developed from a personal relationship so those things were told to me in a very casual way.”* The lack of formality in the relationship existed because it was built on a personal relationship, which increased the trust between stakeholders.

In addition, interviewees noted that relationships built on an exchange of resources also lacked formal agreements. STH-5 of the Large SFD Organization elaborated on this concept: *“Maybe it’s a little different for me coming from that educational side of things and I’m not as financially driven and I’m not as structured in terms of having a formal agreement, it’s a little bit of a looser relationship.”* STH-5 acknowledged that since the relationship did not have a financial component the formality was less of an issue. STH-1 of the Small SFD Organization also described their relationship with the same nonchalant tone:

*So I said ok [Employee 1] here is the deal, you can come, you can set up a tent, you can give away t-shirts, you can sell your wrist bands and your laces, we’ve established that the guys are going to wear the laces. I’m going to take your logo and I’m going to give you free LED advertising because at the end of the day, it’s the cost of an extra half hour of a graphic designer time that was going to be absorbed by the bigger picture. So I was able to give them some very high value deliverables that I normally give to sponsors but what I was getting out of them was about 25 people to bolster my volunteer numbers.*

During the event, STH-1 and the Small SFD Organization had an exchange of resources that did not require a formal agreement. This was also built on trust due to the personal relationship between Employee 1 and the NSO stakeholder.

Although there were a limited number of formal agreements and legal regulations, there were still legal motives that drove stakeholders and SFD organizations to develop relationships with each other. For the Small SFD organization, it was for tax receipt purposes and the ability to use another stakeholder’s CRA status. For the Large SFD

Organization, it involved formal agreements with stakeholders that a donated large amount of money such as STH-3 and STH-4. In addition, since STH-3 was a government stakeholder, it was important for them to explain to taxpayers where their money was being allocated and how it was being used. For other stakeholders, the relationship involved informal agreements built on trust and personal relationships.

### **Ethical Responsibilites**

The third category from Carroll (1979) is ethical responsibilities. Ethical responsibilities refer to the expectations by society for a business or organization to go beyond the legal requirements (Carroll, 1979). For the purpose of this research, ethical responsibilities were identified as relationship characteristics or motives that the interviewees felt they had a responsibility to undertake. These characteristics were not always the main reason for the relationship's development but were still essential to its sustainability. When it came to ethical motives however, there was an important difference between the Small and Large SFD Organizations. As outlined below and in the diagram outlined in Appendix L, the Small SFD Organization identified ethical motives as more important.

When developing stakeholder relationships, interviewees noted the importance of personal relationships. The stakeholders further noted that these relationships were often enhanced because they were personally connected to someone in the SFD organization. As such, those from the SFD organizations discussed the importance of enhancing these personal relationships in order to keep stakeholders satisfied. Employee 2 of the Large SFD Organization described this when she discussed the stakeholders with which she worked directly: *“Other people who are very invested, I speak to them on a weekly basis,*

*it's very on-going, and [pause], that relationship, I feel is important to them, which is why there's so much contact."* As Employee 2 of the Large SFD Organization noted, that constant communication was important to stakeholders. Employee 1 from the Large SFD Organization also acknowledged the importance of building personal relationships with her stakeholders. When Employee 1 discussed changes she would like to make to her stakeholder relationships she stated: *"Meeting with the club exec members, talking more about [Large SFD Organization], maybe doing a games' workshop or something like that and even enhancing that personal relationship even a bit more."* Employee 1 of the Large SFD Organization felt that her stakeholder relationships would be enhanced if she had more opportunity to meet with them more often on a personal level. Employees 1 and 2 of the Large SFD Organization had no other motives attached to improving these relationships, other than they felt it was something their stakeholders deserved from them. STH-5 of the Large SFD Organization also noted this from the stakeholder perspective. When discussing what was important to foster and maintain the relationship, he explained: *"I think it has mostly just been the relationships, the people, and the ability to identify some projects or opportunities."* STH-5 of the Large SFD Organization supported Employees 1 and 2's sense of responsibility to the stakeholder. The relationships STH-5 had built and fostered were driving factors why he continued to work with the Large SFD Organization.

For the Small SFD Organization, personal relationships were extremely important when developing stakeholder relationships. It was identified as important from both the stakeholder and organization perspective. STH-1 of the Small SFD Organization discussed how Employee 1's personality influenced how he thought about the

organization itself: *“I mean it takes a tremendous amount of sacrifice to do what he is doing. I just really like him. I think he is a great human being.”* STH-1 of the Small SFD Organization was invested in the organization as well as the people behind it. Employee 1 of the Small SFD Organization also noted how important personally connecting with stakeholders was, especially with being a smaller organization, *“Like you couldn’t scale up [Small SFD Organization] to the level of [Large SFD Organization] without losing that intimacy that comes with creating those stakeholder relationships.”* Employee 1 expressed the worry of losing that connection with stakeholders as the organization grew. Ethically Employee 1 did not believe that it would be fair to his stakeholders and was satisfied with the relationships he had currently, which motivated him to continue to build stakeholder relationships the same way.

In order for these personal relationships to continue to positively affect the stakeholder relationship, interviewees often referred back to the notion of trust within the relationship. Interviewees did not feel that trust was something they had to earn but instead it was built without a sense of entitlement. STH-2 of the Large SFD Organization was very passionate about the role trust played in their relationship. STH-2 acknowledged trust when he discussed some issues and challenges:

*[Large SFD Organization Employee] is vastly important for success in this area of the organization. Like if she goes, they have giant shoes to fill because she has established relationships, and trust, and commitment from people. So I would say no because she was willing to find a way to yes.*

STH-2 believed that many of the relationships would fall apart if that particular employee were to leave because of the trust she had been able to build with her stakeholders. STH-2

mentioned this again when he addressed how his school and the Large SFD Organization had been able to foster and maintain the relationship:

*I would say, that you have systems and structures but then it comes down to personal relationships...you have faith in the organization but then you just develop so much faith and trust in the individuals...if [Large SFD Organization Employee] and [Employee 1] were gone, that could end a lot of the partnerships that exist.*

STH-2 believed in the Large SFD Organization but his sense of trust originated from the individuals with whom he worked on a day-to-day basis. Without that sense of trust, STH-2 might not have supported this organization for the long-term.

Trust was also noted as important by the STH-1 of the Small SFD Organization but for different reasons. STH-1 acknowledged that it was important for him to have trust in what the organization was doing. STH-1 mentioned this when he discussed the conditions of the relationship:

*Once I was able to talk to [athlete] as an ambassador, as a board member, once I was able to talk to [Employee 1] and really get comfortable with the fact that these guys weren't going to create something where they are funneling money inappropriately, or they're using unethical tactics, or you know, not following proper government tax requirements, all that kind of stuff. Once I was comfortable that they were doing the right thing in the right way, there were no boundaries; there were no limitations why we'd work with them.*

STH-1 was confident in the relationship with the Small SFD Organization once he established that the organization's programs used ethical tactics in their programs. Employee 2 of the Small SFD Organization also noted, from the organization's

perspective, the importance of stakeholders trusting in the actions of the organization: “*So yeah definitely building that trust and knowing that they are behind what we’re doing...you want to try to get them to really understand and support what you are actually doing and building.*” Employee 2 revealed that the stakeholder’s trust in the organization was essential for both parties to be satisfied in the relationship. Therefore, it became important for the stakeholders to engage with the organization before fully committing. This involved seeking out potential stakeholders and engaging in important conversations that established the right fit. STH-3 of the Small SFD Organization outlined this when he discussed building partnerships with other NGOs: “*We’re more apt to go out to choose and seek partners and then have conversations, so that we’re confident before going in, as opposed to trying to discover that through the process.*” STH-3 indicated that initial contact with potential stakeholders was important to help build confidence in the relationship. Once confidence was built, stakeholders developed more trust in the SFD organization.

Freeman et al. (2010), Hopkins (2007), Horrigan (2010), and Levermore (2010) support this finding when addressing international development (ID) and SR. Horrigan (2010) and Levermore (2010) believe that on a global level, when developing stakeholder relationships, transparency and accountability are extremely important. According to Freeman et al. (2010) and Hopkins (2007), greater transparency and accountability contribute not only to greater trust between stakeholders, but also to extended partnerships and the facilitation of the sharing of practices between partners. Therefore, greater transparency and accountability help aid in the development and maintenance of SFD-stakeholder relationships.



Employee 1 of the Small SFD Organization emphasized the importance of trust with stakeholders including program participants. This finding supported the concept that working in developing countries was challenging and often organizations did not research enough the communities in which their programming took place. This could lead to unsuccessful programs (Giulianotti, 2011; Kay, 2008; Moyo, 2009). Employee 1 of the Small SFD Organization understood these issues and believed trust could and did make a difference: *“I know that those [relationships] are going to take a long time because in a development setting you need to build trust within a community like that, especially in a conflict setting.”* Employee 1 understood the different dynamics that existed when working internationally. When asked the strategy he used to build trust, he simply stated: *“I’ve always taken the approach of just being myself and getting like ‘real.’ But I don’t know, there is a degree of legitimacy when you are just a real person.”* Employee 1 of the Small SFD Organization expressed that trust could be built when you were yourself and honest when communicating with program participants and organization stakeholders from developing countries. Such strategies helped eliminate the notion of colonialism, which was identified as a major issue in SFD (Coalter, 2010a; Darnell, 2007). Coalter (2010a) and Darnell (2007) define colonialism as the notion that Western countries (countries of European descent such as the United States and Canada) believe they know more than the communities in the developing countries where they work. STH-2 of the Small SFD Organization also alluded to this when he answered what was important to maintain a relationship for the long-term: *“Honesty and hard work.”* STH-2 mentioned further how social and cultural differences could cause challenges when working with Western organizations: *“What is ok in Canada is not always ok here and the reverse is*

*true.*” Therefore, it was clear that without building trust between Western and developing country organizations, the relationship would lack longevity. In addition, in combination with trust, it was important for the Small SFD organization to understand what worked for each specific community. This was a major difference between the Small and Large SFD Organization identified in the data.

The interviewees of this study revealed that there were ethical motives for developing SFD stakeholder relationships. Those motives included personal relationships and trust. On the one hand, stakeholders were more likely to develop as well as to maintain the relationship if they had a personal relationship with one or more members of the organization. On the other hand, SFD organizations wanted to build personal relationships with stakeholders because they felt it was the right thing to do. These personal relationships also helped establish trust between stakeholders. Interviewees noted this as an especially important factor to sustaining relationships. In addition, stakeholders needed to trust what the organization was doing. Lastly, trust was noted as a crucial component when working with stakeholders in the developing countries. Being honest and building the relationships helped decrease the notion of colonialism and created legitimacy.

### **Discretionary Responsibilites**

The fourth and final category identified by Carroll (1979) is discretionary responsibilities. Discretionary responsibilities are voluntary acts by a business to engage in social roles (Carroll, 1979). These are considered philanthropic and may or may not have a return for the organization itself (Carroll, 1979). For SFD-stakeholder relationships, discretionary motives were identified as actions that did not have monetary

value. This involves exchange between the stakeholder and the organization that does not always have a direct benefit. Discretionary motives also involved any reasoning that did not have a direct or obvious gain for stakeholders.

One of the key components of stakeholder relationships is the ability to share resources. Although resources are a direct benefit of stakeholders, this study revealed that, in SFD-stakeholder relationships, resource sharing was not always a formal exchange. SFD organizations and their stakeholders believed it was important to share resources with each other, whether or not it was formally outlined in a contract. Employee 1 of the Large SFD Organization outlined this when discussing her relationship with educational stakeholders: *“We have so many great tools and resources to share, like the school kit, or like our website, or our games’ manual that we can use with schools.”* Employee 1 indicated that the Large SFD Organization had many free resources that they wanted to share with schools, with no expectation of a direct impact for their organization. STH-2 of the Large SFD Organization acknowledged that the Large SFD Organization had donated resources to his school. As a result, the students from the school were able to directly benefit. STH-2 explained:

*We have this after school program called ‘Counting on You’. So we took grade 12 kids and we spent half the time doing [Large SFD Organization] games and the other time mirroring stuff they were reading about from [Large SFD Organization] to questions from their literacy test.*

STH-2 found that his students were interested in the Large SFD Organization and SFD in general. Therefore, he was able to use resources to help his students academically. There was no indication that this exchange of resources was due to the funds raised by the

school. Therefore, it can be assumed that the Large SFD Organization donated the resources philanthropically.

The sharing of resources was noted as extremely valuable for the Small SFD Organization as well. For the Small SFD Organization, resources included buildings, expertise, and information. Employee 1 of the Small SFD Organization spoke to the critical role of the ambassadors of the organization and what the organization did to help them: *“Providing them with the information and tools to speak out about the program. If the school wants to host an event, we can help them with whatever they need for the event.”* Employee 1 recognized that the individuals who were ambassadors were trying to help the Small SFD Organization and therefore as an organization they wanted to provide them with as much help as possible. STH-1 of the Small SFD Organization spoke to how these types of philanthropic exchanges could directly benefit both parties. When explaining the conditions of the relationship, STH-1 of the Small SFD Organization stated: *“I needed bodies; they had bodies. I had the property that would give them exposure; they needed exposure. So let’s help each other.”* STH-1 was able to provide the Small SFD Organization with a resource they needed and in exchange the Small SFD Organization provided STH-1 with a different resource. The relationship was not contingent on the exchange of resources but the idea of being able to help each other was critical to the relationship.

Employee 2 of the Small SFD Organization also acknowledged exchanging resources amongst themselves:

*I think it’s just like-minded organizations coming together and then saying we want to help you, or allocate our resources to help you with this certain project that they*

*have the expertise for... because we are a young organization, we do have to do a lot of piggybacking off more established organizations.*

Employee 2 believed that because the Small SFD Organization was still young, it was essential that they were able to share resources with other stakeholders. In addition, she believed that their organization should be sharing resources with other young organizations. STH-3 of the Small SFD Organization spoke to this as well. STH-3 stated: *“The model working with established organizations in the field and on the ground allowed us to develop and support programs that have more as well as immediate impact on the ground.”* STH-3 remodeled their organization to not only fundraise for the SFD organization but to also have programs of their own in developing countries. However, STH-3 reversed back to their original model of partnering with other organizations with existing programs on the ground because they found it to be more effective. STH-3 of the Small SFD Organization was then able to support those stakeholder organizations with outside resources.

SFD organizations are non-profit charities and are reliant on volunteers. The Large SFD Organization had paid employees and volunteers all considered as staff. In addition, they had volunteers who assisted with funding and awareness objectives, whereas the Small SFD Organization’s Board of Directors (which makes up their only ‘employees’) was completely volunteer. For the Small SFD Organization, none of their “staff” members in Canada or in the developing countries were paid. However, in SFD-stakeholder relationships volunteering was noted as a “bonus” relationship characteristic. Stakeholders did not feel obliged to volunteer for the SFD Organization but often wanted to volunteer. In addition, the SFD organizations were very appreciative of the efforts

demonstrated by stakeholders. Employee 1 of the Large SFD Organization noted this when she spoke about their educational stakeholders: *“I’m impressed by the incredible work that the students do everyday as volunteers...so appreciative that there are people who will do this out of their own inspiration, or again, volunteering their time.”*

Employee 1 recognized that the students were using their own time to benefit the Large SFD Organization. In addition, the students were then learning the benefits of international giving in comparison to national giving.

Furthermore, Employee 2 acknowledged how vital this was to the overall organization when she discussed nationwide stakeholders: *“We rely on those people out on that side of the country to do things on our behalf.”* Employee 2 spoke to volunteers outside of the province where their head office was located. She noted how it was important to spread their message nationally and without these key volunteers it would not be possible. STH-1 of the Large SFD Organization related to this when he discussed his role as a volunteer: *“I never looked for money from [Large SFD Organization], and it’s not what I am looking for.”* STH-1 concentrated only on raising funds for the Large SFD Organization getting no monetary compensation in return. However, STH-1 did not care about compensation; STH-1 noted that his passion about sport and belief in the organization was what made it easier for him to volunteer.

According to Freeman et al. (2010) and Horrigan (2010), when organizations strive to be socially responsible, they often seek out stakeholders that share similar values and interests. For SFD-stakeholder relationships, values and interests were revealed as discretionary motives for developing stakeholder relationships. Employee 2 of the Large SFD Organization recognized this when discussing different community stakeholders:

*“They’re giving their own time because they feel connected to the organization.”* In addition, stakeholders noted that they develop relationships with SFD organizations because they felt a direct connection with the organization. For interviewees, this included their values and interests. STH-1 of the Large SFD Organization alluded to this when he described reasons for developing the relationship: *“I am doing this, I am not paid by [Large SFD Organization], it’s a passion, as I said, it was driven by a number of things.”* STH-5 of the Large SFD Organization shared similar views to the same issue: *“My interest and passion for this sector of SFD and sport for social change and human rights and also because of my interests at the athlete level but also the education and policy levels, they have been important contributors.”* STH-1 and STH-5’s comments demonstrated that there did not need to be a benefit for the stakeholders themselves, as long as it was aligned with their values and interests.

This finding supports Hopkins’ (2010) argument that more organizations need to support social issues that are aligned with their company’s core characteristics. A company’s core characteristics should include their values as well as their interests. This finding is also supported by Freeman et al. (2010) as they explained that organizations engaging in international SR need to compare their company’s values with the purpose of the particular initiatives. According to Freeman et al. (2010), this will help establish stronger authenticity and sustainability.

STH-1 of the Small SFD Organization also discussed the importance of interests when developing their relationship. However, for STH-1 of the Small SFD Organization it involved the interests of his athletes. STH-1 explained:

*What I was looking at is the fact that we had 400 national team athletes between senior men and women all the way down to the age group athletes, and there would have to be life after [sport]. And some of these athletes were never going to be more than brick layers, electricians, fishing guides, some of them are going to go on to be stockbrokers, doctors, and lawyers, we have a real dichotomy of people; either from their interest or from whatever their situation dictated they were able to do. So perhaps I was motivated by what I had seen [Female Rugby Player] do... I thought the [Small SFD Organization] opportunity was going to be a simple and quick way to introduce opportunities for international travel, international SFD work, to help give our athletes another perspective, another option on what they did after [sport].*

STH-1 of the Small SFD Organization saw discretionary benefits for his athletes through the relationship with the Small SFD Organization. Increasing the interests of the athletes through volunteering was critical for some of the athletes' future plans, which demonstrated that there were discretionary benefits for both the stakeholder and the SFD organization.

The sharing of resources, volunteering, and common values and interests were revealed by interviewees as discretionary motives to develop SFD-stakeholder relationships. Interviewees explained that sharing resources with each other was not always set out in a formal contract but it was something they wanted to do in order to help each other. This was also the case for volunteering. SFD organizations were very appreciative of their stakeholders that volunteered for them. They also acknowledged how vital volunteers were to the organization. Lastly, stakeholder interviewees noted that



they became involved with the organization because it was in line with their interests. Stakeholders were driven by their values and interests with no expectation of receiving anything in return.

### **Additional Categories for SFD-Stakeholder Relationships**

#### **Brand Awareness**

For interviewees of this study, a key motive for developing SFD-stakeholder relationships was brand awareness. For the SFD organizations brand awareness was noted as important for building credibility and getting the word out about what their organization accomplished. For stakeholders, brand awareness helped build clientele as well as provided positive brand association when partnered with charities such as SFD organizations.

Brand visibility was noted as a crucial element to the brand awareness motives. STH-1 of the Small SFD Organization explained how the visibility of being associated with a charity improved their organization's brand:

*So why not have a charitable partner that was using [sport] as a development tool that people were starting to become aware of so that they can post on Twitter or Facebook "thanks [STH-1] for all the donated kit you gave us, here is a picture of how it was used in [developing country]"... So anytime they wrote about the good things [sport] is doing for their organization, it was thanks [STH-1]. So who doesn't want good free press like that?*

STH-1 of the Small SFD Organization noted that from the stakeholder perspective, the exposure of their brand through the SFD organization was invaluable. STH-4 of the

Large SFD Organization also mentioned this when he outlined the benefits of their relationship:

*We ended up getting lots of visibility around a big event. We ended up being able to host customers. We ended up being able to put a promotion on. Did it drive our numbers through the roof? No it didn't...but it gave us some visibility from an external measurement standpoint.*

STH-4 of the Large SFD Organization noted that even though they did not gain anything financially, the exposure and visibility of their brand was still important.

Brand visibility was also emphasized by the SFD organizations as an important brand awareness motive. Employee 1 of the Small SFD Organization discussed working with STH-1 at a large international event:

*The men's national team wearing our laces at the World Cup in 2010 was like a huge thing, you know, it brought us a lot of attention and those guys speaking out about [Small SFD Organization] and got a lot of people interested in what we do and potentially getting more involved.*

The visibility they gained through the athletes wearing laces directly connected to their organization resulted in more people becoming interested in the Small SFD Organization. Employee 1 noted this was an important moment in their organization's development and felt it was invaluable from the organization's perspective. Employee 2 of the Small SFD Organization also emphasized the importance of brand visibility through their stakeholders: "*They're helping us build awareness, which is really important...we've gotten a lot of stakeholders to do that.*" Stakeholders associating with the SFD organization not only created brand visibility for them but helped the SFD organization

reach new audiences to which they could spread their message. As such, SFD organizations relied on stakeholders to also be advocates of their cause.

The interviewees revealed that stakeholder advocacy was a significant component of the brand awareness motives. SFD organizations depended on stakeholders to help spread their message to different audiences to which the stakeholders had access. STH-3 of the Small SFD Organization discussed the importance of exposing their brand and their stakeholders' brands to different audiences:

*It's not about having an expectation that they are then going to turn around and become advocates. It's just how do we get in front of enough people and provide them with the opportunity to choose, and if some of them wanted to get deeper then great.*

STH-3 outlined that being an advocate for the cause led to an opportunity to encourage others from the public to become more involved with the organization. In addition, different stakeholders believed that being an advocate was part of their role as a stakeholder. STH-5 of the Large SFD Organization explained how this applied to athlete stakeholders: *"I think all of the athletes who have been identified to represent them and be ambassadors, I feel we are really committed to that. I still wear my [Large SFD Organization] t-shirts and sweaters."* STH-5 of the Large SFD Organization noted that athlete stakeholders want to represent the organization and through that role created more awareness for them. STH-1 of the Large SFD Organization also spoke to this role of advocacy in relation to his new book connected to his experiences with the Large SFD Organization:

*The book is a good, it's a great, I don't know what the word is, promo, or awareness item for [Large SFD Organization]. Because it's so intertwined...obviously when I talk about what I am doing, [Large SFD Organization] is front and centre, so I think that is terrific...[and] you know, with say 20 athlete ambassadors and a bunch of corporate people, I think maybe what I've brought is a little more grassroots to it.*

As an individual donor, STH-1 viewed his role as being a grassroots' advocate to reach audiences that might have been missed by athletes or corporate stakeholders. This helps STH-1 spread the word about SFD and the programs that organizations use.

Interviewees from the SFD organizations disclosed that "word of mouth" had also been a critical element to brand awareness motives. SFD organization interviewees believed that, through their stakeholders, they were able to spread their organization's message easier through word of mouth. Employees 1 and 2 from the Large SFD Organization alluded to this when they discussed some of the benefits of stakeholders.

*The schools are doing so much work in their communities of getting the word out there...that word of mouth or that buzz, and that brand recognition for people who are using the resources that we can provide, is a huge, huge, help to us. (Employee 1)*

*Then we rely a lot on the people as I said, in the community, who are big advocates of [Large SFD Organization], and who want to spread the word... we don't have an advertising and marketing budget, we rely on word of mouth. (Employee 2)*

Employees 1 and 2 both acknowledged the importance of stakeholders acting as advocates through word of mouth. Employee 1 of the Small SFD Organization also noted

how word of mouth had benefited their smaller organization: *“I think word of mouth has been really good. I think we’ve created a way that people can get involved at an entry level.”* For the Small SFD Organization, word of mouth advocacy created an opportunity for more people to get involved and learn about the organization. Stakeholders were speaking about the organization within their personal networks, increasing awareness for the organization itself.

As such, networks were also important when it came to brand awareness motives. The interviewees noted how crucial it was to reach out to various networks. This included the networks of particular stakeholders as well as the SFD organization itself. Employee 2 of the Large SFD Organization stated: *“One of the big things that we rely upon with these community people are their own networks, it’s like the spider web goes out, and then you have more awareness, more fundraising, and a bigger group of people.”* Not only do the networks of stakeholders benefited them in terms of brand awareness but there also could be economic gain. In addition, Employee 2 of the Small SFD Organization explained how it was important for them to build their own networks through stakeholders. Employee 2 of the Small SFD Organization noted:

*So overall, we are just trying to grow and get a presence in Canada, and in order for us to do that, we have to kind of team up with bigger organizations to get their support and they can share our mission and stuff with their audience.*

Employee 2 then further discussed how this involved networking within particular sectors: *“The non-profit sector especially in [Canadian City] they’re really close, they’re really good at networking, so [Employee 1] often meets with people.”* Creating those

relationships and expanding the Small SFD Organization's networks helped them undertake more stakeholder relationships.

Furthermore, STH-2 of the Small SFD Organization acknowledged how expanding their network from the developing country was also important: *"Any cause with no alliance domestically and globally is a failed one. [Small SFD Organization] is our international alliance. It's a very important one."* STH-2 recognized the benefits of being associated with a Western SFD Organization. It helped expand their brand internationally. It also contributed to building credibility for the Small SFD Organization's brand in the developing country. Ultimately, these networks allowed stakeholders to increase brand credibility for the SFD Organizations through their networks. STH-4 of the Large SFD Organization explained this finding when he discussed an event where STH-4 and the Large SFD Organization were partners:

*We had an area outside of the [event grounds] that really showcased sport and [Large SFD Organization] so we used it to host customers, we used it to get colleague engagement, so it was very important to our organization externally and internally.*

STH-4 outlined how they were able to use the stakeholder relationship to enhance their own consumer engagement as well as to expose their consumers to the Large SFD Organization's brand.

Interviewees revealed that brand awareness was an important motive for developing SFD-stakeholder relationships. By creating a relationship with each other, the SFD organization and stakeholders were able to provide more exposure to both of their brands. In addition, stakeholders could become advocates for the SFD organization exposing the

organization's brand to their personal and professional networks. Furthermore, "word of mouth" increased the brand awareness by expanding each other's brands into different networks. This demonstrated why brand awareness was a critical component of SFD-stakeholder relationships.

### **Engagement**

The second motive added to Carroll's (1979) categories was engagement.

Engagement was considered as a secondary motive (see in Appendix K). Interviewees frequently identified it but it also had underlying economic and brand awareness elements (similar to legal, ethical, and discretionary). Nevertheless, engagement was deemed as an important component to SFD stakeholder relationships. Engagement involved stakeholders and SFD organizations engaging with each other and in each other's activities. In addition, engagement included constant communication and education.

Interviewees revealed that engagement was important to stakeholders and SFD organizations. When discussing areas of improvement, Employee 1 of the Small SFD Organization mentioned that as a young organization they needed to improve their stakeholder engagement: *"I think we need to find a way of engaging stakeholders in a meaningful way for periods of time."* In a similar context, Employee 2 of the Small SFD Organization noted: *"I think down the road, we really need to focus on how we can engage each other more and help [stakeholders] out as well to keep them."* It was clear that the Small SFD Organization saw benefits in engaging with stakeholders and believed if they improved in this area they would be able to better sustain their stakeholder relationships.

Stakeholders also noted the important role of engagement with the stakeholders from the developing countries. STH-3 of the Small SFD Organization worked with many non-profit organizations that had programs implemented in developing countries. STH-3 stated: *“Even with our program partners, we are getting them more involved and more engaged in actual connection and delivery with the public audience that we work with so we’re deepening and strengthening that connection.”* STH-3 of the Small SFD Organization revealed that engagement should involve all stakeholders and should work to connect donor stakeholders with the organizations that use the money on the ground. STH-3 believed the connection built could benefit both the stakeholders and SFD organizations. In addition, when STH-2 of the Small SFD Organization was asked about what motivated them to develop this relationship, STH-2 stated: *“Anyone who wanted to work with us, a small organization with very little to show as a potential partner; [Small SFD Organization] offered to work with us and grow with us. That motivated us.”* The idea that the Small SFD Organization was willing to work and grow with them was considered vital to their relationship success. Working with them involved continuous engagement as well as clear communication.

Regarding stakeholder engagement, interviewees identified communication as a key element. Stakeholders noted how the relationship was enhanced when there were strong communication channels. STH-1 of the Large SFD Organization noted the ability to engage in conversations as a benefit of their relationship, *“One thing I really like about [Large SFD Organization] is I can identify with the head guy, and he is very approachable, and we’ve had a number of conversations.”* STH-1 believed that being able to communicate with people at all levels of the organization enhanced their



relationship. Similar to STH-1, STH-5 of the Large SFD Organization noted: *“I think a lot of it is about having good communication and identifying where the intersecting points are to make collaboration work.”* Communication was a key factor that allowed stakeholders and the organization to successfully collaborate when needed. This was reliant on engagement.

STH-2 of the Small SFD Organization noted the importance of communication when asked exactly how the relationship was maintained: *“Level of communication, level of participation...open lines of communication.”* Therefore, it can be assumed that, without proper communication lines, STH-2 and the Small SFD Organization would struggle to maintain such a strong relationship. Employee 1 from the Small SFD Organization stated: *“It sounds super lame, but I have often caught myself saying communication is key all the time, but like it is, in terms of an organization such as this, communication is so key.”* Employee 2 from the Small SFD Organization also acknowledged the importance of communication: *“So it’s very much about keeping that two-way communication open and engaging that, because how can we be helping the people who need help if you are not even hearing what their needs are.”* Without proper communication, SFD Organizations could not identify the needs of stakeholders and be able to build on their relationship. Communication was crucial for engagement; one could not exist without the other. In addition, proper communication between stakeholders and the SFD organization allowed for the organization to properly educate each stakeholder on their organization’s goals as well as their programming. It was noted that stakeholders had unclear expectations because they were uneducated on what exactly the organization did.

SFD organization interviewees noted that they often had organizations or individuals approach them about becoming involved in the organization. They were however, not often properly informed on what the organization actually did. Therefore, engagement was important in order to make sure stakeholders were properly informed about the activities of the organization and to convey the right messages to their networks. Employee 2 from the Large SFD Organization supported this point when she discussed potential issues in stakeholder relationships: *“Our stakeholders need to be educated in the work that we are actually doing and not just the image we’re portraying.”* Employee 1 of the Small SFD Organization also noted this as an issue:

*I think it’s more about clarifying what we do. Because people are so blind, they don’t ask these critical questions. A lot of people just think well [sport] is cool and you’re going to help kids in Africa.*

Engagement with stakeholders increased the opportunities to inform stakeholder about the organization. This protected the organization’s brand as well helped stakeholders make more informed investments.

Employee 1 of the Large SFD Organization further outlined this when discussing funding allocation: *“We try to do our best to communicate with them how their funding is so impactful in making sure that everyone is still given that equal opportunity.”*

Employee 1 felt it was important for stakeholders to understand how their programs worked on the ground and how their money was being spent. STH-4 of the Large SFD Organization agreed with this point from the stakeholder perspective: *“My role was...to understand the organization itself, understand who they were impacting and how they were impacting their constituents.”* STH-4 revealed that, as stakeholders, it was important

to be informed about the organization and its programs. This allowed them to demonstrate if the organization was a strong strategic fit for them.

Interviewees explained the secondary motive of engagement as a valuable element of SFD-stakeholder relationships. The SFD organizations and stakeholders identified engagement in general between parties as important. SFD organizations believed that engagement enhanced stakeholder relationships and helped sustain them for the long-term. In addition, communication was identified as a key element of engagement. Without the proper communication channels, SFD organizations were unable to determine the stakeholders' needs. The SFD organizations also identified the importance of educating current and potential stakeholders. Education included describing to stakeholders what the organization achieved and the impact their contributions were making. All these elements together encouraged constant engagement between SFD organizations and their stakeholders.

### **Compatibility of Motives**

Due to the nature of stakeholder relationships, it could be assumed that there was an obvious level of compatibility between SFD organizations and their various stakeholders. When it came to the motives of developing such relationships however, this research revealed there were minor differences that existed between SFD organizations and their stakeholders. Therefore, based on the findings outlined above, there were areas in which the compatibility could be enhanced.

First, there were clear economic motives for the stakeholders as well as the SFD organizations. However, it was noted by interviewees that stakeholders that contributed large sums of money often wanted this money invested in specific programs or countries

that matched their interests. This could lead SFD organizations to alter programming to satisfy stakeholder wishes and to access much needed funding. As a result, other programs might be canceled or under-funded. In order to solve this issue, stakeholders would need to be educated on the programs before entering these relationships. In addition, SFD organizations should target stakeholders that would not suggest changes to their programming in exchange for the funds. SFD organizations should be proactive in seeking out stakeholders that appreciated their current programs and would financially support them. For large corporate partners, SFD organizations should choose companies that engaged in SR strategies that are founded on similar values and interests to their organization's. In addition, the corporation's SR strategies should be connected to international development.

The economic motives that led to programs being altered was a major difference that existed between the Large SFD Organization and the Small SFD Organization. The Large SFD Organization changed or altered program locations in order to access a large grant from a current stakeholder. As a result, leaders of the Large SFD Organization had to count on their other stakeholders to fund the programs in countries excluded from this deal. The Small SFD Organization, specifically Employee 1, noted how his organization refused to alter any aspect of their programming or organizational activities in exchange for stakeholder support. Employee 1 explained this point in the following quotation:

*I think where you start getting some shady practices is when you start to become dependent on those corporate stakeholders for that funding. And you start altering your mission and your values because these people are looking for this stuff. They're looking for something, so they are like 'oh maybe could you change your*

*programs a little bit so it aligns more with our idea of what we wanted to donate to.' Right? And corporations do that often.*

Employee 1 also noted how, due to the size of their organization, they had the flexibility to rely more on one-off donations until they could proactively find stakeholders that supported their current mission.

As such, the second area that lacked compatibility between motives involved the communication of expectations. This research revealed that there were often miscommunications between stakeholders and the SFD organizations concerning the expectations of the relationship. SFD-stakeholder relationships can be improved with more communication between parties. In addition, this should have included an improvement in communicating the expectations for each party and the levels of accountability at the beginning of the relationship. By outlining these expectations, the relationship had a higher chance of being sustainable. Stakeholder interviewees from the Large SFD Organization revealed that an expectation that was often unclear was their levels of involvement. Stakeholders often expected more engagement but the Large SFD Organization lacked the capacity to consistently engage with all stakeholders, whereas the Small SFD Organization noted that their stakeholders often over-committed and failed to follow through with their level of engagement. Therefore, the Small SFD Organization sought more engagement from their stakeholders. Communication however, was also important for the Small SFD Organization as they wanted to communicate with stakeholders what their organization expected from each stakeholder, as well as gauge their levels of commitment. In addition, clearer communication would help build trust

between the stakeholder and the SFD organization. Both the SFD organizations and stakeholders identified trust as an important component to sustainable relationships.

The third area of improvement for the compatibility of motives was the development of formal agreements as opposed to informal agreements between SFD organizations and their stakeholders. The Large SFD Organization developed many formal agreements with stakeholders. This was evident with stakeholders that donated large sums of money. The formal agreement outlined expectations, program outcomes, and allocation of funds. This limited disagreements between the two parties. The other stakeholders of the Large SFD Organization however, noted that their relationships were built on informal agreements. This meant that there were expectations outlined but no obligation to follow through on these. In addition, the Large SFD Organization had less time to engage with these stakeholders as they did not have the capacity to focus equally on the stakeholder with formal and informal agreements.

The Small SFD Organization had solely built its stakeholder relationships on informal agreements. In actuality, most of their funding originated from one-off donations with corporations or other organizations. Although there was a formal exchange of money, there was no agreement that binded one party to the other. Therefore, the Small SFD Organization spoke to the challenges of developing formal, long-term agreement with stakeholders. The Small SFD Organization would like to develop more of these relationships, however as a smaller organization they felt lacked the political clout and brand recognition in comparison to larger non-profit organizations. Organizations, such as the Large SFD Organization, could leverage their brand to potential stakeholders and secure formal agreements with them. The Small SFD Organization hoped to continue

to build their brand so that one day they could be as desirable to potential stakeholders. This issue of brand leverage and the use of an organizations brand to improve a commercial, non-profit, or public organization's bottom line was an issue of compatibility that currently existed in SFD-stakeholder relationships.

### **Building Long-Term Relationships**

In order for SFD organizations to continue to be successful, they had to create sustainable stakeholder relationships. Although interviewees noted that this was not always easily attainable, they also revealed key components to successful long-term SFD-stakeholder relationships. They were: strong comparable values, organizational fit, and loyalty.

The SFD organization interviewees noted that, when it came to sustainable stakeholder relationships, it was important to have stakeholders that shared the same values, which created a strong strategic fit. This was common between both the Small and Large SFD Organizations. Employee 1 of the Small SFD Organization noted: *"It has been about working with them to see if their values fit with ours and then seeing how we can create some sort of partnership that works with both parties."* Employee 1 noted that identifying the right value fit was important in order for them to move forward with the relationship, determining the relationship's longevity. In comparison, Employee 2 of the Large SFD Organization stated: *"We definitely want to be proactive and finding people who align with our organization."* Employee 2 of the Large SFD Organization demonstrated that, as an organization, they were actively seeking stakeholders that had values that aligned with theirs. This then created a strong stakeholder fit that the Large SFD Organization was seeking.

Furthermore, stakeholders also noted the importance of values when choosing SFD organizations with which to work. Stakeholders had many motives that led them to develop their relationships, however comparable values was what made many of them sustainable. The individual stakeholder of the Large SFD Organization noted: *“I realized that many, many, many of their goals, their aspirations, beliefs, were a very good fit for what I was looking for.”* The organizational fit for the stakeholder was increased when they had shared values and interests. STH-2 of the Large SFD Organization also discussed the importance of fit:

*It’s just been a really cool way to highlight some of the stuff that is already going on in the [school]. And maybe even bring it into areas of the school where it doesn’t exist currently, like in a variety of phys. ed. classes, when they play basketball instead of looking at sport development they’re genuinely looking at sport for development as part of the curriculum. So it was a natural tie into what was already going on.*

STH-2 believed that because the Large SFD Organization and their school shared values and interests there were opportunities to leverage those beliefs into benefits for the students.

Furthermore, STH-3 and STH-4 of the Large SFD Organization highlighted the importance of finding the right fit with organizations through shared values and interests. STH-3 stated: *“We have common interests and common results we’re trying to achieve, there’s no real issues there. We’re looking for strong partners who can implement programming in these types of focus, and they’re looking for funds to implement programming.”* Strategically their values and interests fitted with each other, which



increased the sustainability of the relationships. STH-4 of the Large SFD Organization also spoke to this when he discussed compatibility:

*The other piece of it is finding the right partners with true commitment to [corporate social responsibility] as opposed to 'I need to be in this headspace because that's what all companies are doing out there'... and you've got to peel back the onion – finding those organizations that are really, really, committed. It's in their culture. It's in the fabric of who they are.*

STH-4 felt it was important to understand a company's values and their reasons for giving back. From his organization's perspective, it was critical to create long-term relationships with organizations. In addition, according to Walker and Marr (2001), organizations that share the same values as their stakeholders have a higher chance of earning their trust. STH-3 of the Small SFD Organization discussed this when outlining their strategy to choose their partners: *"We talk to them about 5 times to just get a sense of who's out there, how they're working, and make sure there's no surprises before we get in too deep with them."* STH-3 elaborated further that after these conversations, they could become comfortable with the organization and were able to identify whether or not their key values aligned. This could then lead to stronger commitment from the organization.

Regarding long-term relationships with stakeholders, a key issue identified by leaders of the Small SFD Organization was the difficulty of sustaining stakeholder relationships. One of the main reasons was attributed to a lack of commitment from stakeholders. Employee 1 of the Small SFD Organization illustrated this when he stated:

*I think you have to be honest. You have to be honest with them about their time commitment and their ability to get involved... Because at the end of the day, if not, you might have some other perception of what they can offer and it turns out to be a gigantic failure.*

Employee 1 believed that the more honest they were with stakeholders, the more you could understand truly how committed stakeholders were. Without identifying their levels of commitment beforehand, it was less likely that the stakeholders were loyal and the relationship would not be sustainable. Employee 2 of the Small SFD Organization also mentioned this when discussing important relationship components: *“I’m very skeptical at first with people, with individuals, with high schools and stuff, and until they show me that they are committed...Lots of people say they want to do something but they don’t always follow through on it.”* Stakeholders’ having a lack of commitment made it extremely difficult for the Small SFD Organization to create long-term relationships. Therefore, the SFD organizations had to identify those stakeholders that demonstrated loyalty to the organization. This was critical to long-term sustainability of the relationship. In addition, the stakeholders also identified loyalty as important.

When discussing how the relationship with the Large SFD Organization was fostered and maintained, STH-2 believed it was based on the commitment that had been built between them. STH-2 identified this point when he explained: *“Like [Employee] and I have a running joke that one day she is going to say no to something I say. I’ll call her and say ‘I think this is a crazy idea, can you guys do this?’ and the answer is always yes.”* STH-2 felt confident in the Large SFD Organization’s loyalty to them and therefore it was easier to sustain the relationship. However, the confidence of the STH-2 grew with

the length of time the relationship was sustained. As the relationship continued, STH-2 received more attention from the Large SFD Organization. From the perspective of the Small SFD Organization, STH-1 also discussed the importance of loyalty in sustainable stakeholder relationships. STH-1 believed that relationships were more likely to be sustainable with people who demonstrated they were committed to a cause. When asked what elements were important for long-term relationships, STH-1 explained:

*Well, honesty, integrity, having a vision and sticking to it, knowing that you have to create a plan and work toward it, you know it doesn't matter if you are looking to get into a revenue generating business deal with someone or you're looking to help tell each other's story, if one part of the partnership has a plan and is willing to work hard, and the other is missing some of those elements, the relationship is not going to work.*

STH-1 of the Small SFD Organization believed that stakeholder relationships worked better when both sides were committed and they were able to demonstrate it in various ways. STH-1 further explained that he had confidence in Employee 1 of the Small SFD Organization and believed Employee 1 possessed these qualities, which was an important factor why the relationship was so successful.

In the end, it is clear that there are six motives for creating SFD stakeholder relationships. These motives exist for both the SFD organizations and their stakeholders and are outlined in the diagrams in Appendix K and L. For the large SFD organization, this model demonstrates that economic and brand awareness motives were the most important and are thus identified as primary motives. The other four motives (legal, ethical, engagement, and discretionary) are then outlined as secondary motives. A

different model however, is suggested for small SFD organizations (see Appendix L).

This model identifies ethical motives as the most important followed by economic and brand awareness, then legal, engagement, and discretionary motives. This was because the Small SFD Organizations consistently acknowledged that they built their organization on the trust that existed between them and the community in which they worked. Without that relationship strongly in place, they felt their organization could not move forward in seeking out other stakeholders for different reasons. This same stance was not existent in the data for the Large SFD Organization, which is why the distinction is made.

## **Chapter 5: Conclusions, Implications, and Future Directions**

This chapter provides concluding remarks regarding this study. It first summarizes the major findings discussed in Chapter 4 and outlines conclusions based on these findings. In addition, implications for SFD organizations and their stakeholders are presented followed with directions for future research. Lastly, the limitations for the study are discussed.

### **Summary of Major Findings**

As this study revealed, there are six major motives for developing SFD-stakeholder relationships between the two SFD organizations studied. They are: economic, legal, ethical, discretionary, brand awareness, and engagement. The first four motives (economic, legal, ethical, and discretionary) were derived from Carroll's (1979) four categories of SR. Carroll (1979) describes them as responsibilities businesses have to society. For the context of this study, each responsibility represented motives for the SFD organizations and their stakeholders to develop relationships.

Although it was revealed that there were economic, legal, ethical, and discretionary motives for developing SFD-stakeholder relationships, there were also two other major motives that existed within these relationships. These motives were: brand awareness and engagement. In combination with economic motives, brand awareness was identified as a primary motive. Brand awareness and economic motives were often existent within the relationships even if the relationship was built on a another motive such as legal, ethical, discretionary, or engagement. The brand awareness and economic motives were shown through this study to be critical for SFD relationship development and sustainability.

Economic motives were existent for stakeholders and the SFD organizations. When it came to economic contributions however, there were differences that existed between the Small and Large SFD Organizations. The Small SFD Organization relied on one-off financial donations, which resulted in shorter-term engagement with stakeholders. In contrast, the Large SFD Organization had successfully developed long-term relationships with stakeholders that resulted in large financial contributions. The Large SFD Organization had however, in some cases, altered its programming to receive certain financial contributions, whereas the Small SFD Organization refused to make changes to their programs to attract greater financial contributions.

There were also legal motives behind the development of SFD-stakeholder relationships. For the Small SFD Organization, these involved their Canadian Revenue Agency (CRA) status. The Small SFD Organization was not a registered CRA charity, therefore, its staff had to develop relationships with other non-profit organizations in order to use their status to issue tax receipts. In some cases, the lack of CRA status led to the loss of potential stakeholders for the Small SFD Organization. The Large SFD Organization had leverage with potential stakeholders because of their CRA status. In addition, they were also legally tied to specific stakeholders through formal contracts. These contracts were often developed when there was a large financial contribution involved.

Ethical motives were also present when developing SFD-stakeholder relationships. These motives included the importance of personal relationships among stakeholders and the SFD organizations. The SFD organizations acknowledged that they had to work toward enhancing their personal relationships in order to create sustainable relationships.

Ethical motives also involved trust. The Small SFD Organization aimed to have their stakeholders' trust and confidence in what their organization achieved, whereas the Large SFD Organization relied on their employees to build trust with different stakeholder groups. Trust was also an important component when dealing with the local communities where the programs took place. Both the Small and Large SFD Organizations noted that the success of their programs was dependent on the trust they built with their local communities. It is suggested however, that the Small SFD Organization valued ethical motives more than the Large SFD, which is demonstrated in the model presented in Appendix L.

Both stakeholders and the SFD organizations identified discretionary motives. A key component to discretionary motives was shared resources. The SFD organizations were able to share resources with stakeholders such as the games they used in their programming. For the Small SFD Organization, sharing resources with stakeholders was extremely important. As a young organization, they were able to share resources, such as office space, with other non-profit organizations. Stakeholders also provided volunteers for the SFD organizations. Even though stakeholders did not feel obliged to do so, they often volunteered for the SFD organization. This served to enhance the quality of the overall relationships.

Brand awareness was identified as a primary motive for SFD-stakeholder relationships. Creating brand visibility opportunities for the Small SFD Organization through stakeholder relationships was identified as extremely important. In contrast, it was the Large SFD Organization's stakeholders that noted the benefits of associating their brand with a recognizable NGO. In addition, the advocacy of stakeholders was

crucial for the SFD organizations. Both the Small and the Large SFD Organizations noted how stakeholders speaking about their organization had continuous positive effects. This also included stakeholders integrating information about the SFD organizations into their personal and professional networks, causing the brand to spread through “word of mouth.”

Lastly, engagement was identified as a motive for developing SFD-stakeholder relationships. Engagement between stakeholders and the SFD organization was noted as important for both parties. The Small SFD Organization discussed how engagement with stakeholders was an area they hoped to improve. Their stakeholders that participated in this study however, noted that the Small SFD Organization already had excellent communication channels. In addition, the Large SFD Organization was praised for their strong communication channels. Therefore, communication was identified as a critical component of engagement. Both SFD organizations acknowledged that many of their stakeholder relationships were dependent upon proper communication.

### **Conclusions**

This section outlines the conclusions of this study. The role of stakeholders within SFD organizations and the motives present for developing these relationships are addressed. In addition, SFD’s direct connection to SR, the competition for corporate donations by NGOs, and the effects of capacity on SFD organizations are discussed.

From this study, it is clear that stakeholders were central to SFD organizations and were crucial to their success. Stakeholders provided SFD organizations with funding, through direct donations and fundraising efforts. In addition, they provided them with an abundance of resources including volunteers, networks, facilities, and equipment.



Furthermore, stakeholders provided the SFD organizations with avenues for brand awareness, which helped them grow as organizations.

As such, building upon the work of Carroll (1979), there are six clear motives for developing SFD stakeholder relationships. As explained in the summary of results, these motives were economic, legal, ethical, discretionary, brand awareness, and engagement. These motives identified essential components to successful SFD-stakeholder relationship. In addition, they provided explanations for current stakeholder relationships as well as reasons to develop them.

These motives revealed that there is a clear connection between SR and SFD. Carroll's (1979) four categories of SR were developed for businesses however, they were found to be applicable to the multiple stakeholder groups involved with SFD organizations. In addition, SR was present because the stakeholders as well as the SFD organizations demonstrated that they were developing strategic relationships with each other that provided benefits for themselves. This was especially true for corporate partners that had recognized their ability to reach many international markets through building relationships with SFD organizations. It also helped stakeholders create diversity among their SR strategies. Furthermore, commercial, non-profit, educational, and public organizations that were engaging in continuous SR began to recognize the benefits of relationships with SFD organizations and to view them as a strong strategic partner.

It was clear that SFD organizations could struggle to attain adequate funding for their programs. Due to commercial organizations increasing their SR strategies, there was strong competition for corporate funding among all NGOs. Therefore, SFD organizations needed to find ways to differentiate themselves from the other NGOs to potential donors.

This involved being able to clearly present and highlight their program outcomes as well as demonstrate the importance of giving internationally. This could help them build an advantage over other NGOs.

It was clear throughout this study that the size and capacity of the SFD organization influenced their stakeholder relationships. Smaller SFD organizations had limited capacity of resources available to them (i.e., employees). This restricted with whom they could create relationships, which could limit their growth, whereas the larger SFD organizations had the capacity to continuously attract and retain stakeholders. They had employees who focused on building and sustaining relationships with different stakeholder groups. For example, they had separate groups of employees who worked with corporate partners, educational organizations, and athletes. This provided them with an advantage over smaller SFD organizations.

### **Implications**

The following section presents the implications for SFD organizations, which outline the differences between the Small and Large SFD Organizations. In addition, it presents the implications for SFD stakeholders. In this section, identifying components of the relationship that can best benefit the stakeholders as well as the SFD organizations with links to SR were discussed.

#### **Implications for SFD Organizations**

As this study revealed, members of both the Small and Large SFD Organizations identified eight major stakeholder groups for their organization (see Appendix I). As resources were central for the operation of SFD organizations, leaders of these organizations acknowledged the importance of focusing on building relationships with

their stakeholders for the purposes of acquiring funds and other resources as well as enhancing awareness for their organization's mandate. These relationships could improve the effectiveness of the organizations and help contribute to their long-term sustainability.

According to Coalter (2010a), Kidd (2008), and Levermore (2008a), SFD organizations often struggle to secure sustainable funding. In this study, almost all stakeholder relationships had access to funding and/or other resources (i.e., volunteers, equipment, and facilities) (identified as economic motives). In order for SFD organizations to leverage their stakeholder relationships for economic gain, the results of this study revealed that leaders of SFD organizations needed to develop clear program outcomes. As demonstrated throughout the interviews conducted, current and potential stakeholders were more likely to invest larger amounts of funds when there were clear outcomes associated with the SFD organizations' programs. As such, SFD organizations need to find ways to showcase the outcomes of their programs to stakeholders. This may include tangible outcomes such as the number of children reached per dollar spent. It may also include intangible outcomes such as increased self-esteem and leadership qualities among the individuals targeted by the SFD programs. However, as noted by Coalter (2010b) and Levermore (2010), these program outcomes must be honest and accurate. SFD organizations need to focus on the accuracy of the program outcomes, which includes having strong monitoring and evaluation systems in place (Coalter, 2010a; Levermore, 2010). Strong monitoring and evaluation of programs could help show stakeholders that the SFD organization is committed to positive program outcomes.

For smaller SFD organizations, acquiring the appropriate levels of funding is essential to achieving program outcomes. Therefore, smaller SFD organizations should

focus on showcasing the projected outcomes of their programs. This allows stakeholders to understand where and how their investment is making a difference. In addition, the smaller SFD organizations, like larger SFD organizations, need a plan for proper monitoring and evaluation of their programs. This way they can continuously update stakeholders on their programs and accurately convey the direct contributions made by stakeholders' funds. As the programs develop, the smaller SFD organizations can use this information to attract other stakeholders.

In combination with a demonstration of program results, SFD organizations need to create a strong network of stakeholders. Stakeholders interviewed as part of this study explained that SFD organizations should not become dependent on only one stakeholder. Some stakeholders may contribute large sums of money and other resources to a SFD organization but these stakeholders want to know that the organization also has other stakeholders contributing resources as well. This makes them more confident in the SFD organization and the sustainability of their programs. This is contrary to traditional marketing strategies that would suggest that stakeholders often want exclusive rights to a brand in these types of relationships (Mullin et al., 2007), this was not the case for SFD stakeholders involved in this study. As SFD organizations build their stakeholder network, it may attract other stakeholders to get involved. In addition, the more stakeholders involved with the SFD organization, the more opportunities there are for multi-stakeholder initiatives, which may lead to different ways for stakeholders to engage with each other.

For SFD organizations, brand leverage is extremely important when approaching stakeholders for funds and resources. As revealed in this study, there is an opportunity for

SFD organizations to be involved in stakeholders' cause-related marketing strategies. SFD organizations must become creative in presenting ways that commercial, non-profit, educational, and public organizations can work with the SFD organization's brand to create profit as well as improve the stakeholder's organization overall image (Varadarajan & Mullen, 1988). Therefore, it is important for the smaller SFD organizations to work to build their brand. This involves constant engagement with potential stakeholders and being able to demonstrate to stakeholders the benefits of supporting an international NGO. Larger SFD organizations already have an established brand and therefore can use it as leverage in creating stakeholder relationships. In addition, SFD organizations must strategize with their stakeholders to create programs and initiatives that also promote their SFD brand such as partnering with another non-profit organization on a large fundraising event or being part of a commercial organization's cause-related marketing strategy. Throughout such strategies, SFD organizations should focus on educating the public on their mission and programming.

If SFD organizations can learn to leverage their brand to commercial, non-profit, educational, and public organizations, then they could benefit from an economic standpoint. However, SFD organizations must also protect their brand and should be proactive in choosing other organizations that align with their values. In addition, these types of stakeholder relationships should be covered by a formal contract in order to protect the assets of both parties.

### **Implications for Stakeholders**

There are many benefits for all stakeholders of SFD organizations regardless of their affiliation within the eight major stakeholder groups. As this research revealed,

stakeholder organizations can benefit in areas such as education and volunteering. In addition, there are opportunities to share resources and for commercial, non-profit, educational, and public organizations to engage in stronger SR strategies. However, all the benefits for stakeholders are contingent upon their involvement and engagement with SFD organizations.

As this study uncovered, SFD organizations have many resources they can share with stakeholders. For example, these resources can be used to educate stakeholder organization's employees, students, consumers, or the public on SFD initiatives as well as the organization's specific programs. In addition, their programs are excellent educational tools that can be used in many different ways. For example, they can be used to teach valuable life lessons with children at schools. In schools, the resources can also be used to educate students on the importance of international development. Commercial organizations can also use them during employee retreats as team-building exercises. The more engaged stakeholders are with the SFD organizations, the more opportunities exist to access their resources.

Furthermore, SFD organizations are always seeking volunteers to help them achieve their mandate. Therefore, these SFD organizations provide excellent volunteering opportunities for students, athletes, employees, or other individuals. SFD organizations' missions are built around sport and play. These are easy concepts for people with which to connect. These opportunities for volunteering can enhance employee cohesion in stakeholder organizations as well as teach valuable life lessons in international development. Opportunities such as these can be better accessed through active stakeholder involvement. From an organizational perspective, stakeholders should aim to

be more involved and engaged with SFD organizations for internal and external benefits. For corporate partners, these internal benefits can increase their corporate citizenship, which in turn can improve the dynamic and relationships among their own stakeholder groups (Walker & Marr, 2001).

Leaders of commercial, non-profit, educational, and public organizations who are seeking to improve their organization through SR strategies should not overlook SFD organizations. Through cause-related marketing strategies, organizations can partner with SFD organizations to enhance their image as well as reach a global audience (Walker & Marr, 2001). The participants of SFD programs and initiatives are typically not consumers of most major products that commercial stakeholders may produce. This is often because commercial organizations (e.g., Nike or adidas) generate most of their sales from consumers in Western countries. However, many SFD organizations have offices located in other cities worldwide. By associating a company's brand with an SFD organization's brand, the company may be able to reach individuals, such as consumers, in many different international markets. This is very evident with larger SFD organization involved in this study. The Large SFD Organization has six national offices located in major cities all over the world. Therefore, larger SFD organizations may have more opportunities to develop awareness initiatives that connect them to the cities in which their offices are located. This is due to their larger budgets and the capacity of their staff. Conversely, the Small SFD Organization has one national office and do not have the same opportunities and resources available to them. In addition, with the rapid popularity of social media, the opportunities to connect with global audiences are continuously growing. Through their association with the SFD organization, stakeholders can position

themselves as an organization that gives internationally, which enhances their overall SR image.

### **Future Directions**

The future directions section discusses the areas of consideration for future research based on the findings of this study. This includes increasing the number and scope of studies into SFD organizations and their stakeholders. In addition, it outlines the need to create a stronger connection between SFD and SR and the idea of possibly changing or altering the role of larger SFD organizations within the field through relationships with stakeholders.

#### **Increased number of SFD organizations**

In future research, there is a need for more comparisons to be made between SFD organizations. This includes widening the scope of organizations studied. Due to the limitations of this study, only two SFD organizations were investigated. However, there are many different SFD organizations worldwide. It is important to examine SFD organizations of all sizes as well as compare those that are new to those that are established. Stakeholder relationships developed with newer organizations may produce different results than those of an established SFD organization.

Furthermore, SFD organizations should be identified and compared in terms of their missions. This is because SFD organizations have many different goals and areas of focus such as gender equality, health promotion, AIDS and HIV protection, or poverty alleviation. It is important to establish these differences among SFD organizations. In addition, the mandate may have a direct influence on the development of stakeholder



relationships. It is important to understand how crucial such influences are for stakeholder relationships and whether or not there are comparable elements that exist between the relationships of SFD relationships.

### **More stakeholder involvement**

In the future examination of SFD-stakeholder relationships, it is important to access and analyze an increased number of stakeholders. There were a limited number of stakeholders that participated in this study. However, moving forward, researchers should focus on increasing the diversity of stakeholders involved so that the stakeholder types are similar. This would provide opportunities to compare and uncover elements that are common or different between stakeholders. It could also create a better understanding of the specific motives and needs of each stakeholder type.

### **Partnership Literature**

Due to the complicated nature of stakeholder relationships, future researchers should consider consulting cross-sectional partnership literature to assist in understanding SFD stakeholder relationships. This area of literature could help examine the dynamics that exist between the two parties. In addition, it could provide a different perspective for SFD organizations to consider when developing and managing such relationships.

### **Identifying SFD Organizations' place in the business of SR**

Stakeholders seeking to be involved with SFD organizations often have motives that are directly connected to SR strategies. However, as identified by the participants, strategic fit and organizational values was of great importance when developing relationships with SFD organizations. Hopkins (2010) and Freeman et al. (2010) noted

this, explaining that more organizations should aim to support social causes that are aligned with their core characteristics as well as match their company values with the purpose of the cause.

Since there has been a rapid growth of SR within the commercial sector, corporations have become meticulous about the organizations and causes in which they want to invest. This has caused an increased competition among NGOs for corporate resources. Commercial organizations aim to please their consumers in order to create a positive effect on their bottom line. Therefore, in order to further connect SFD to SR, future research should focus on understanding consumers' perceptions of commercial organizations that invest in international NGOs. This is captured in the following quotation:

*They were split about 50 percent down the middle, and I think we did about 1500 interviews. And about half of those interviews indicated that they felt that we needed to do something closer to home, that right in our own backyard here in Canada, there was enough issues going on that it made more sense to tackle those. And then you had another half [who] felt, again almost split right down the middle, that because we are a wealthy country - we needed to be reaching out to those people on a more broad scale. As a result, we ran a couple different promotions. One was [Large SFD Organization] ...so we were able to answer both areas of interest that Canadians had indicated.*

This reveals that although members of some corporations may believe that strategically they should give back to local charities and keep the funds within their local communities, their consumers may believe differently. Therefore, there needs to be a

stronger understanding of whether or not commercial organizations should also consider donating to international charities for strategic reasons such as satisfying consumers and reaching a global audience. Furthermore, this should include ways in which SFD organizations can use this information to better position themselves to donors for potential investments. As the field of SFD continues to grow, researchers should consider examining consumers' views of how and to whom commercial organizations should invest resources and as a result, uncover how SFD can fit into such SR strategies.

### **“The Yeah But...”**

When it came to compare the Small SFD Organization to the Large SFD Organization, one of the biggest differences in the discussions with interviewees was when they discussed the leadership within the SFD field. The Large SFD Organization was almost always identified as a pioneer and leader within the field. The Large SFD Organization was often praised for its work in the field as well as their research and development for SFD as a whole. In combination with their praise, interviewees often followed with a “but.” Following the “but,” interviewees mentioned areas where they found it difficult to work with the Large SFD Organization. This included areas such as resource sharing, collaboration, and cooperation. Throughout the course of this study, while interacting with many others in the field, this seemed to be a common theme. Therefore, moving forward, it is important to understand how this is affecting the field and whether or not there should be a change in the role played by large SFD organizations.

Large SFD organizations must deal with what could be considered a “double-edged sword” with success. On the one hand, with their success, they make strides and

advancements in the field and help many communities around the world. On the other hand, it could be argued that they inherit a responsibility to guide and lead the rest of the organizations operating within SFD. Large SFD organizations, such as the one in this study, have been identified by those in the industry as being “closed off” to other organizations in the field; only opening their doors when they can benefit themselves. Currently, it could be argued that large SFD organizations may not have understood the importance of collaboration and cooperation among the field (or assumed responsibility to do so?). According to the Large SFD Organization’s annual report, none of their foundation partners are other SFD organizations. This suggests that there may be a lack of collaboration from those at the top of the field. Large SFD organizations may need to assume some responsibility as leaders to assist the field of SFD. Therefore, one could suggest that large SFD organizations need to embrace this responsibility in order to improve the field in the future.

Moving forward, large SFD organizations may need to restructure their role within the field and become ‘umbrella’ organizations in order to generate synergy and collaboration. As an umbrella organization, they could play a major role as a governing organization for the SFD field. In addition, they could become the leader in areas such as policy, standardized evaluation methods, and collaboration. *Streetfootballworld* is an example of good practice and how this could work for the overall field of SFD. *Streetfootballworld* has created a network for organizations that use football (soccer) “as a tool to empower disadvantaged young people by engaging private and public partners to create social change” (Streetfootballworld, 2013, para. 1). *Streetfootballworld* has four goals. They are: to unite organizations under one common goal; to share best practices as

well as expertise; to build local capacity and sustain strong partnerships; and to shape a new way to collaborate (Streetfootballworld, 2013). These four goals are what make *Streetfootballworld* successful in areas such as collaboration and creating a unified voice to improve the lives of young people. SFD leaders could learn from *Streetfootballworld* and their success. In the future, the field of SFD should examine how they can restructure the field in order to create a more unified network among SFD organizations as well as provide opportunities for collaboration. Future research should examine how such changes could be made and how the role of the large SFD organizations is important for sustainable positive change. All SFD organizations have a similar goal, that is, to use sport to improve disadvantaged communities worldwide. Therefore, it is apparent that they should work together in order to best achieve this common goal.

### **Limitations**

This section addresses the areas in which the researcher felt her study was limited. In addition, it focuses on some of the challenges faced by the researcher as well as areas of the study in which she felt could have been enhanced.

The first limitation was related to the location of the SFD organizations studied. Both the small and large SFD organizations' head offices were located in Canada, more specifically Toronto. Therefore, the results may not be transferable to organizations that have head offices located outside Canada. This may be especially evident in areas such as legal agreements and corporate involvement.

The second limitation was associated with accessing interviewees for this study; there were some barriers that existed. Although the SFD organizations agreed to participate in the study, access to multiple interviewees from these organizations was

difficult. For the Large SFD Organization, the goal was to include leaders of the organization (i.e., employees occupying top level positions). Unfortunately, those employees were not accessible through the chains of commands available for the study. As a result, the employees who participated in the study may have had views or perceptions that were not reflective of the leaders of the organization. In contrast, the Small SFD Organization involved in this study was made up of volunteers; no employees were hired by the organization. Therefore, due to the board members' other work commitments and responsibilities, it was difficult to secure their participation in the study. Therefore, the researcher was limited to the board members who were available for the study.

The third limitation involved access to certain stakeholders. In some situations, members of the SFD organizations did not want the researcher contacting specific stakeholders for this research. Therefore, the researcher had to contact those stakeholders without any referral or support from the SFD organizations. Without assistance from the SFD organization, it was difficult to secure certain stakeholders to participate in the study. In addition, it was even difficult to secure commitment from those that were referred by the SFD organization. In the end, this became a barrier to accessing the same groups of stakeholders from both the Small and Large SFD Organizations.

In addition, it was much more difficult to access certain stakeholder groups from the Small SFD Organization. This was, in large part based on the fact that the organization is still a young organization and lacks the structure in the development and organization of stakeholders. The Small SFD Organization currently relies heavily on one-off donations, therefore identifying and contacting their stakeholders was more

complicated, whereas the Large SFD Organization had many of their stakeholders listed within their annual report. Therefore, the study may have produced different trends and new themes if the researcher had access to the same stakeholder groups from each organization.

The fourth limitation was the perceptions of stakeholders. Because stakeholders of each SFD organization were not all involved in the study, their perceptions remain unknown. The stakeholders that participated in this study identified themselves as stakeholders of the SFD organizations. In addition, they defined a stakeholder as an individual or organization that has a vested interest in another organization. For the Small SFD Organization, this definition may be true for all their stakeholders. This is because most of their stakeholder relationships were often built from personal relationships, which drew stakeholders to the cause. However, for the Large SFD Organization, they had approximately 400 stakeholders and although the Large SFD Organization identified all 400 stakeholders as essential to their overall success, it is questionable whether or not every one of those stakeholders would claim the same.

When working with larger organizations, such as the Large SFD Organization, there are many relationships that are developed between them and commercial, non-profit, public, and educational organizations. Many of these relationships are developed for the long-term and involve steady engagement between the two parties, which was existent with the interviewees of this study. Other relationships however, may be much more simplistic, which may involve as little engagement as, for example, a commercial organization writing a cheque to the SFD organization. Therefore, it is questionable whether or not those organizations would consider themselves to be a stakeholder of the

SFD organization. In the organizational members' opinion, they may consider themselves a supporter or donor. Moving forward, it is important to better understand whether or not there are varying perceptions from stakeholders regarding the relationship and the roles they played within SFD organizations.

The fifth limitation also pertains to the access of stakeholders. Due to the scope of this study, the stakeholder group labeled 'program participants' was not accessed for interviews. There were many challenges associated with securing this group for interviews such as language and cultural barriers, distance, and access to technology. In addition, because of the time limit of the study, this group was purposely not chosen to participate. However, their views and opinions are relevant and their views should definitely be explored in the future.

In conclusion, this study has demonstrated that there is a direct connection between SFD and SR that should continue to be explored. In addition, stakeholders are important to the success of SFD organizations and often develop relationships based on SR motives. The role of stakeholders in SFD organizations should continue to be studied to further educate academia and the industry.



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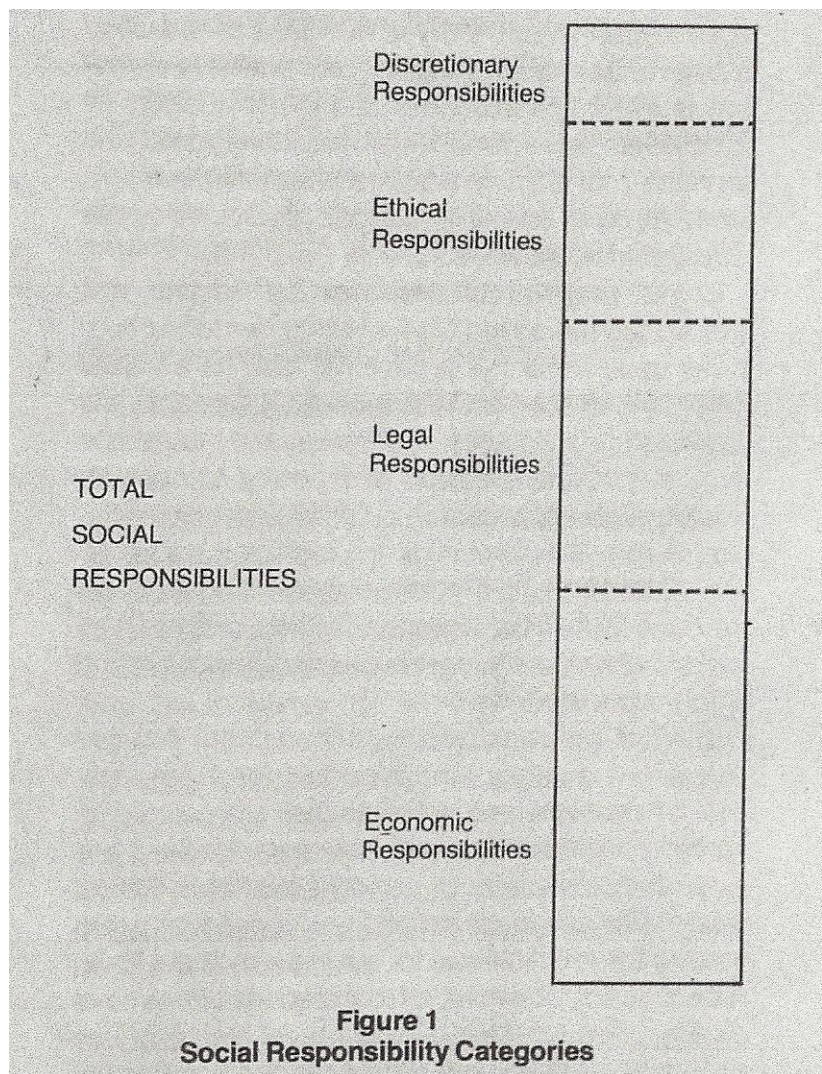
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## Appendices

### Appendix A

#### Carroll's Four Categories of Social Responsibility



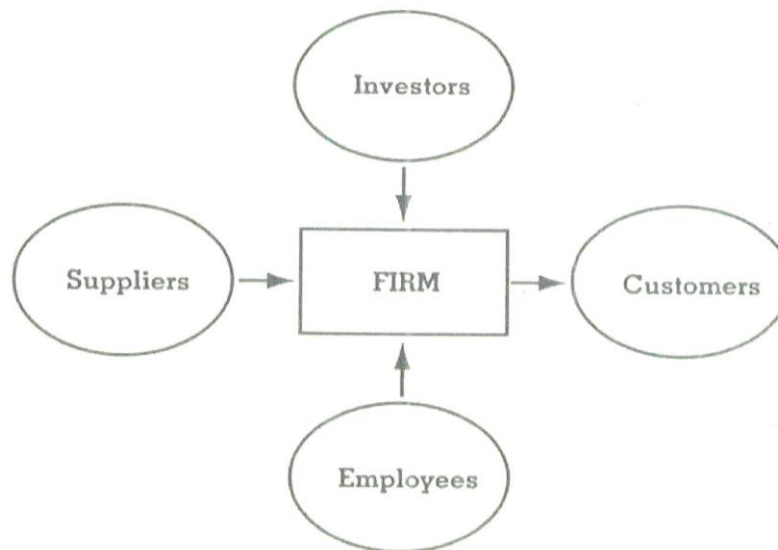
Source: Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4(4), 497-505.



## Appendix B

### Input-Output Model

#### Contrasting Models of the Corporation: Input-Output Model

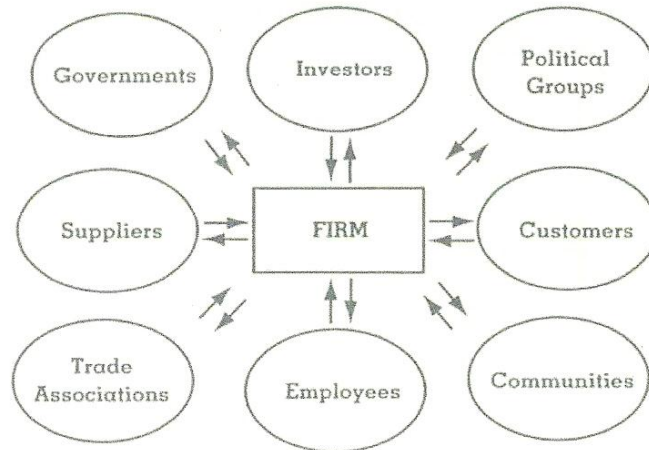


Source: Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence and implications. *Academy of Management Review*, 20(1), 65-91.

## Appendix C

### The Stakeholder Model

#### Contrasting Models of the Corporation: The Stakeholder Model



Source: Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence and implications. *Academy of Management Review*, 20(1), 65-91.

## Appendix D

### Friedman and Miles' Stakeholder Configurations

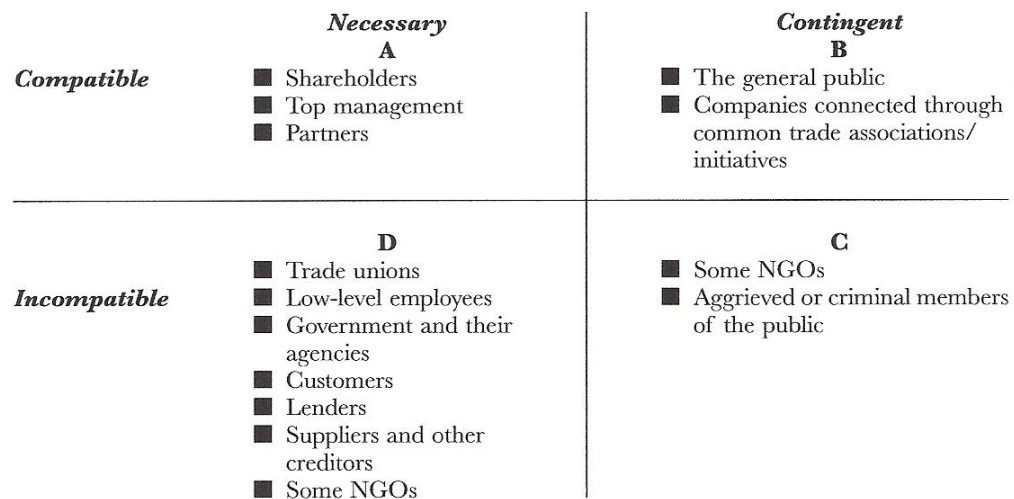


Figure 3. Stakeholder configurations and associated stakeholder types<sup>[10]</sup>

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Source: Friedman, A. L., & Miles, S. (2002). Developing stakeholder theory. *Journal of Management Studies*, 39(1), 2-21

**Appendix E**

## Script for Contacting Stakeholders

Dear [Name],

My name is Abbi Hill; I am a Master's student from Brock University conducting a study on stakeholder relationships in Sport for Development organizations. I was referred to you by [Name], he/she said they contacted you about the study and you are willing to participate. I thank you so much for your interest and cooperation. Please contact me back if you are still willing to participate. We can then set up a time to meet to discuss the details of the study and the confidently agreements. From there, we can arrange the best time for a formal interview.

Thank you again!

Sincerely,

Abbi Hill

ah07ok@brocku.ca

## Appendix F

### Interview Guides

#### *SFD Organizations Questions*

1. How would you describe the organizational structure of [SFD org]?
2. Do you rely on the help/assistance of stakeholders to achieve your organizational goals?
3. Who are your stakeholders? Can you group these stakeholders by categories?  
[Map]
4. How long have you had stakeholders? Why?
5. How would you define your relationships with your stakeholders?
6. What role(s) do these stakeholder relationships play in your organization? [What resources do they bring]
7. Did economic, social, political, cultural, or technological factors contribute to the development of these relationships?
8. What philosophy do you use to develop stakeholder relationships? Does it differ among the different stakeholder groups? [proactive vs reactive]
9. What are the main factors that motivate [SFD organization] to develop these relationships?
10. What features are important for long-term relationships with stakeholders? [trust and resources]
11. Can you discuss the compatibility between [SFD organization] and your stakeholders? What about issues of competing and/or conflicting interests?
12. What are potential issues or challenges that have emerged within the relationships with stakeholders?

13. How do you measure or evaluate your relationship with [SFD organization]?

What elements need to be present in order to maintain the relationship?

14. Are you satisfied with the relationships with your stakeholders? What changes would you make to enhance these relationships?

15. Any other comments you would like to add.

#### *Stakeholder Questions*

1. How do you define stakeholder?

2. Do you consider yourself [and your organization] a stakeholder of [SFD organization]?

3. What does the role of stakeholder entail for you in your relationship with [SFD organization]?

4. How long have you had a stakeholder relationship with the [SFD organization]?  
How did this relationship develop? Did economic, social, cultural, or technological conditions contribute to the development of this relationship?

5. What factors motivated you to develop this relationship with [SFD organization]?  
How do you foster/maintain the relationship? [philosophy]

6. How important is your relationship with [SFD organization] for you and your organization?

7. What are the relationship characteristics that contribute to its success and longevity?

8. Are there factors that lead to issues and/or challenges in forming, managing, or evaluating this relationship? Can you give examples?

9. Can you discuss the compatibility between you and your organization and [SFD organization]? What about issues of competing and/or conflicting interests?
10. How do you measure or evaluate your relationship with [SFD organization]?  
What elements need to be present in order to maintain the relationship?
11. Any other comments you would like to add.

## Appendix G

### Main Categories and Themes

Categories	Themes
<i>Carroll's (1979) four categories of SR</i>	
Economic	Financial Results Fundraising
Legal	Expectations Contract Guidelines
Ethical	Trust Ethics Personal relationships
Discretionary	Organizational features Resources Volunteer
<i>Additional Categories</i>	
Brand Awareness	Networking Awareness Visibility
Engagement	Engaging Communication Educating

### Additional Codes and Definitions

Codes	Definition
STH Types	This code was used when interviewees identified different types of stakeholders.
Compatibility (Y or N)	This code was used with either a Y (yes) or N (no) to identify when the interviewee acknowledged whether or not there was compatibility in their relationship.
Define STH	This code was used when interviewees defined stakeholder.
Athletes	This codes identified when interviewee discussed their past as an athlete or the role of athletics in their stakeholder relationship.
Proactive or reactive	These codes were used when interviewees discussed how their stakeholder relationships were formed.



## Appendix H

### Research Ethics Clearance



Brock University  
Research Ethics Office  
Tel: 905-688-5550 ext. 3035  
Email: reb@brocku.ca

Social Science Research Ethics Board

#### Certificate of Ethics Clearance for Human Participant Research

DATE: 11/14/2012

PRINCIPAL INVESTIGATOR: BRADISH, Cheri  
Sport Management

FILE: 12-082 - BRADISH

TYPE: Masters Thesis/Project STUDENT: Abbi HILL  
SUPERVISOR: Cheri Bradish/Lucie Thibault

TITLE: Sport for Development Organizations: Examining the Motives of Stakeholders

#### ETHICS CLEARANCE GRANTED

Type of Clearance: NEW

Expiry Date: 11/29/2013

The Brock University Social Sciences Research Ethics Board has reviewed the above named research proposal and considers the procedures, as described by the applicant, to conform to the University's ethical standards and the Tri-Council Policy Statement. Clearance granted from 11/14/2012 to 11/29/2013.

The Tri-Council Policy Statement requires that ongoing research be monitored by, at a minimum, an annual report. Should your project extend beyond the expiry date, you are required to submit a Renewal form before 11/29/2013. Continued clearance is contingent on timely submission of reports.

To comply with the Tri-Council Policy Statement, you must also submit a final report upon completion of your project. All report forms can be found on the Research Ethics web page at <http://www.brocku.ca/research/policies-and-forms/research-forms>

In addition, throughout your research, you must report promptly to the REB:

- a) Changes increasing the risk to the participant(s) and/or affecting significantly the conduct of the study;
- b) All adverse and/or unanticipated experiences or events that may have real or potential unfavourable implications for participants;
- c) New information that may adversely affect the safety of the participants or the conduct of the study;
- d) Any changes in your source of funding or new funding to a previously unfunded project.

We wish you success with your research.

**Appendix I****Major Stakeholders of SFD Organizations<sup>13</sup>**

<sup>13</sup> It is important to note that in different organizations all the stakeholder groups may not be of equal importance. Assessing the level of importance of the stakeholders for the large and small SFD organizations was beyond the scope of this study.

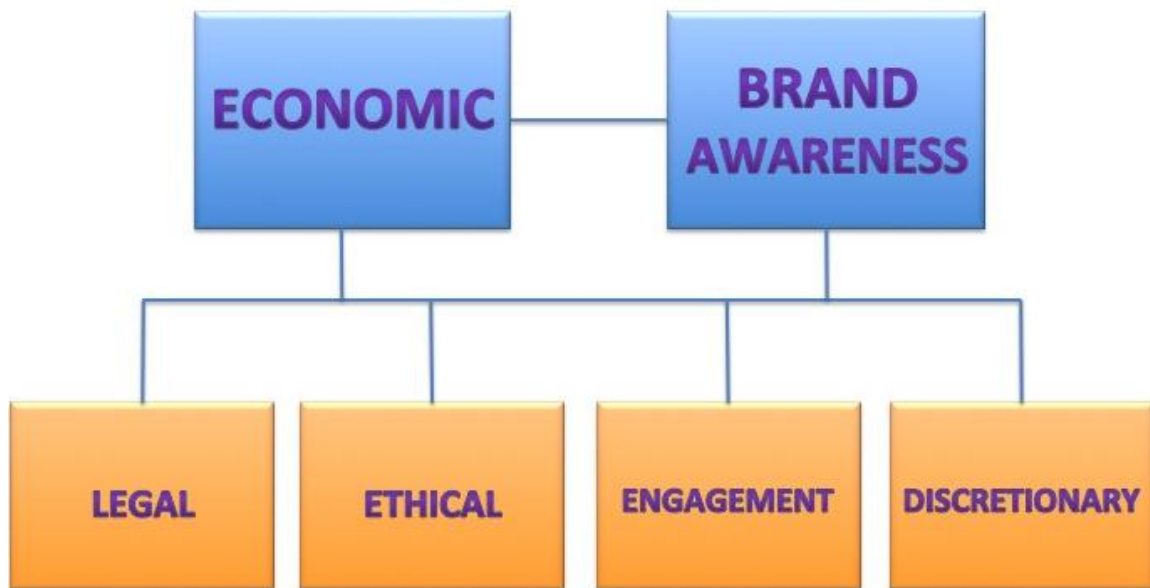
## Appendix J

### Stakeholder Identification Chart

<b>Major Stakeholder Groups</b>	<b>A # of SFD <i>employee</i> interviewees who identified as a major stakeholder (4)</b>	<b>B # of SFD stakeholder interviewees who identified as a major stakeholder (8)</b>
Corporate Partners	4	5
Governments	4	4
Athletes	4	4
Program Participants	3	4
Foundations	4	3
Educational Organizations	4	2
Public	4	2
Individuals	3	2

**Appendix K**

Revised Model of Carroll's Categories of Social Responsibility



**Appendix L**

Revised Carroll (1979) Model for Small SFD Organizations

